



Communities Directorate

21st November 2014

Joint Strategic Committee

Date: 2 December 2014

Time: 6:30pm

Venue: Council Chamber, Civic Centre, Shoreham-by-Sea

Adur Cabinet: Councillors Neil Parkin (Leader), Angus Dunn (Deputy Leader), Pat Beresford, Keith Dollemore, Jim Funnell and David Simmons

Worthing Cabinet: Councillors Paul Yallop (Leader), Bryan Turner (Deputy Leader), Daniel Humphreys, Mary Lermite, Clive Roberts and Val Turner

Agenda

Part A

1. Declarations of Interest

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

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

2. Minutes

To approve the minutes of the Joint Strategic Committee meeting held on 4th November 2014 and the Adur Cabinet meeting held on the 30th September 2014, copies of which have been previously circulated.

3. Public Question Time

To receive any questions from members of the public.

4. Items Raised Under Urgency Provisions

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

5. “Surf’s Up” : a 2-year programme to deliver the Catching the Wave ambition

To consider a report from the Chief Executive, a copy is attached as item 5.

6. Outline 5-Year Forecast And Savings Proposals

To consider a report from the Director for Digital & Resources, a copy is attached as item 6.

7. Capital Investment Programme 2015/16 – 2017/18 Adur District Council, Worthing Borough Council and Joint Committee

To consider a report from the Director for Digital & Resources, a copy is attached as item 7.

8. Getting in Shape : Organisational Changes 2015

To consider a report from the Director for Digital & Resources, a copy is attached as item 8.

9. Investing in New Technology: The Springboard to Excellent Customer Experience and Business Efficiency

To consider a report from the Director for Digital & Resources, a copy is attached as item 9.

10. 2015/16 Council Tax Support Scheme

To consider a report from the Director for Digital & Resources, a copy is attached as item 10.

11. Rethinking Parks: A Framework for the Future Provision of Open Space, Sport and Recreation Facilities in Adur and Worthing

To consider a report from the Director for Communities, a copy is attached as item 11.

12. Tackling the Community Impact of Gypsy and Traveller Unauthorised Encampments in Adur and Worthing

To consider a report from the Director for Communities, a copy is attached as item 12.

13. Proposal for a Shared Legal Service – Proceeding to develop a full business case

To consider a report from the Director for Digital & Resources, a copy is attached as item 13.

14. *Building Engagement through vibrant communications* : A Communications Strategy for Adur & Worthing Councils

To consider a report from the Chief Executive, a copy is attached as item 14.

15. National Network of Strategic Regional Coastal Monitoring Programme (2017 to 2022)

To consider a report from the Director for Digital & Resources, a copy is attached as item 15.

16. WSCC Tender for the Provision of Telecare Services across West Sussex: A Service and Business Development Opportunity

To consider a report from the Director for Communities, a copy is attached as item 16.

Part B - Not for Publication – Exempt Information Reports

None.

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The agenda and reports are available on the Councils website, please visit www.adur-worthing.gov.uk

Ward: All

“Surf’s Up” : a 2-year programme to deliver the Catching the Wave ambition

Report by the Chief Executive

1.0 Summary

1.1 This report seeks the approval of JSC to a programme of activities to take forward the Catching the Wave agenda (over the next 24 months). “Surf’s Up” (see Appendix 1) seeks to identify the key elements and activities needed to progress the three identified “Wave Catchers” namely:-

- Supporting our Wealth Generators
- Cultivating Enterprising Communities
- Becoming Adaptive Councils

And adds a fourth element “Waxing the Board” which sets out a range of organisational “must do’s” or “must fixes” in order for the other three Wave Catchers to be successfully advanced.

1.2 “Surf’s Up” sets out a programme to develop the financial and social economies of Adur and Worthing and ensure that the Councils take the opportunities identified to develop their capacity further and faster as community leaders, as efficient and effective providers of services and as Civic Social Entrepreneurs ensuring the long term health and prosperity of our areas.

1.3 “Surf’s Up” will not contain “everything we need to do” but is an attempt to identify the key priorities. There will of course be other things that emerge and opportunities that we should seize. However, if we deliver the programme of activities set out in “Surf’s Up” we have a very significant chance of Catching the Wave of opportunity already identified.

1.4 Members will note that this JSC agenda (December 2014) contains a number of substantive reports that nest within the key commitments of the “Surf’s Up” programme.

2.0 Background and Proposals

2.1 Adur & Worthing Councils appointed their new Chief Executive who took up role in September 2013. Both Councils approved the Catching the Wave strategic direction of travel <http://www.adur-worthing.gov.uk/media/media.120121.en.pdf> in December and January 2013/14 which began a programme of organisational change activity focussing on leadership and leadership development, structures, operating systems, relationships with key stakeholders, organisational culture and communication. An update on progress and an indication of next steps was

provided to JSC in July 2014 <http://www.adur-worthing.gov.uk/media/media.125629.en.pdf>

- 2.2 As set out in the paper for JSC in July 2014 four new Directors took up posts in the mid and late Summer. They have spent time identifying the key issues and challenges in their agendas, prioritising activities required over the next two years and identifying the resources available to them and the challenges and risks they face. The Councils Leadership Team (CLT) has then jointly crafted “*Surf’s Up*” to bring the Catching the Wave ambition to reality.
- 2.3 “*Surf’s Up*” contains a considered strategic prioritisation, where possible stating the outcomes that are sought (rather than all of the small individual activities required to achieve those outcomes). By a rigorous prioritisation we hope to avoid the dangers of overwhelm and stasis and ensure that our resources are targeted most effectively.
- 2.4 “*Surf’s Up*” has been not just the work of CLT but also the broader leadership college of managers across the organisation in setting direction, defining purpose and prioritising activity. Members will note that officers have not been awaiting “approval” of the overarching framework of “*Surf’s Up*”. Elsewhere on the agenda this evening Members will see significant papers on the framework for next year’s budget, organisational structure, digital roadmap and communications strategy, all of which are significant issues in the “*Surf’s Up*” programme. The pace is fast, for which we make no apology as the opportunities that present themselves to us will not be around for ever. Our communities deserve no less than a considered and “full on” programme of activity to deliver them.
- 2.5 Members will note the outcomes are set out as Commitments. The term Commitment is deliberately used to denote a serious statement of our intent that we the Councils make to residents, businesses and the communities of Adur and Worthing. Whilst individually none of the commitments is probably “new” this is the first time they have been drawn together into an organisational-wide programme of activity to allow us to collectively “make sense” of all that we face and help to define purpose, role fit and to strongly communicate “what we are about”.
- 2.6 If approved by JSC then “*Surf’s Up*” will serve primarily for the purpose of internal communication, explaining to colleagues across the organisation our collective and individual purpose and objectives. It will also be refined for external use and provide a clear statement of intent to be shared with our stakeholder partners.
- 2.7 It will serve no useful purpose if “*Surf’s Up*” becomes a static document, gathering dust on a shelf. We need to bring it to life with good design, clear links to our communication strategy and a digital version that can be regularly updated with progress, links to project plans and documents on the key commitments (and illustrations of where we are making progress) and will be used by CLT to oversee strategic delivery of our agenda and identify areas where we may be getting stuck. If we use it with focussed attention and care we will not just deliver a significant programme of activity for, and with, the communities of Adur and Worthing, but in 2 years’ time we should have an organisation more capable of adapting to the future, more flexible in its ability to change and with a culture that demands innovation, focuses on customers and has real competence and capacity to develop the new roles for our Councils as Civic Social Entrepreneurs for the long term benefits of our places.

3.0 Legal

- 3.1 Section 111 Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions.
- 3.2 s1 Localism Act 2011 provides the Councils with a general power of competence and empowers local authorities to do anything which individuals generally do.
- 3.3 All commitments within 'Surf's Up' should be carried out in accordance with the Councils Policies and Procedures including the Constitution and the Contract Procedure Rules.

4.0 Financial implications

- 4.1 There are no immediate financial implications arising from "Surf's Up" although individual initiatives contained within the document may require funding which will be the subject of a separate report to the Joint Strategic Committee at the appropriate time.

5.0 Recommendations

- 5.1 JSC are asked to:-
 - 5.1.1 Note and endorse "*Surf's Up*" as a prioritised 2 year programme of strategic activity for officers to deliver
 - 5.1.2 Request 6-monthly updates on progress against the commitments (allowing at each 6 month review for the refresh of commitments that have been completed or where circumstances have changed)
 - 5.1.3 To request that the Communications Team turn "*Surf's Up*" into a "living document" that is widely and skilfully communicated internally to all staff and Members and to key external stakeholders.

Local Government Act 1972

Background Papers:

Joint Strategic Committee Report – 7th January 2014 : Organisational Changes 2014
"Catching the Wave"

Joint Strategic Committee Report – 22nd July 2014 : "Catching the Wave" – A progress update on organisational change.

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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 Are as set out in *“Surf’s Up”* (Appendix 1)

3.0 Sustainability Issues

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

4.0 Equality Issues

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

5.0 Community Safety Issues (Section 17)

- 5.1 None specific to this report.

6.0 Human Rights Issues

- 6.1 None specific to this report.

7.0 Reputation

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

8.0 Consultations

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

9.0 Risk Assessment

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

10.0 Health & Safety Issues

- 10.1 None specific to this report.

11.0 Procurement Strategy

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

12.0 Partnership Working

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

“SURF’S UP”

“Getting ourselves organised and getting in the water”

Local Government Health Warning: This is a serious set of commitments and not “another corporate plan”

“SURF’S UP”

WHAT IS IT?

In *Catching the Wave* (<http://awintranet/media/media.119750.en.pdf>) earlier this year, we posed a question to Adur and Worthing, did it have the ambition and energy to seize a number of presenting opportunities or were both places happy to remain in the “backwash”? The answer was an emphatic “yes” to grabbing the opportunities and *Catching the Wave* set out a direction of travel that has steered a range of our strategic activity over the last 9 months. The Cabinets of both Councils (in Summer 2014) noted the progress that had been made and agreed further outline activity over the next 12-18 months.

If *Catching the Wave* was a call to action, then **“Surf’s Up”** is about how we best get in the water and ride the surf. It seeks to set out over the next 2 years a number of the priority issues that we will tackle, challenges that we will address and opportunities we will seize. It is not, however, a long list of “everything we will do”. It is key strategic headlines and other waves will come along that perhaps we have not yet anticipated and planned for (and that’s just the nature of surfing!). What is key is that we as Councils are agile enough to see and catch those waves for the benefit of our communities.

“Surf’s Up” is not intended to be an “old school” Corporate Plan. The experience of many is that such Corporate Planning can be energy intensive, can become obsolete within weeks and can at times ossify organisations and systems in ways that run counter to the agility we require. **“Surf’s Up”** therefore sets out around 40 prioritised outcomes (framed as commitments) over the next 2 years that we will take seriously, strive to achieve and oversee without creating a large bureaucracy around it we will however, put in place systems to ensure that we are making progress on all (and if circumstances change ensuring that we stop activities or identify and bring new opportunities in). The details (the precise “how”) will be embedded in Business Plans/Service Plans and objectives for Teams and individual lead officers rather than captured here in **“Surf’s Up”**.

Revisiting Some Fundamentals ... In *Catching the Wave* we set a direction of travel for our Councils and our places. We identified the challenges and opportunities. (In particular an upturn in the local and national economy; an interesting “human long shore drift” of inward migrants from other parts of the south coast and London; the challenges but opportunities arising from austerity; an increase in asset values; and a much greater understanding of the presenting opportunities of digital, new technology and how we interact with residents and customers. *Catching the Wave* also sought to identify key patterns from our history that will be of value to our future (for example our ability locally to make the use of science, technology and creativity). And we sought to be honest about some of the challenges we faced.

In *Catching the Wave* we identified three key “wave catchers” namely:-

- Supporting our wealth generators
- Cultivating enterprising communities
- Becoming adaptive Councils (and creating an adaptive system)

WHAT DOES THIS MEAN FOR THE COUNCILS?

Around the UK, local authorities are responding differently to the challenges of “austerity Britain”. Some are “hunkering down” and hoping that the storm passes, some redrawing their roles and service offer with the very real concern of demand led budget deficits and others fundamentally rethinking what they are for and how they operate moving forward. *Catching the Wave* (enthusiastically endorsed by politicians, partners and businesses) clearly places Adur and Worthing in the latter camp. Drawing from our history to design our future, rejecting “hunkering down”, chopping the salami and actively recognising that now is the time for ambition and organising ourselves to best catch the momentum of the “waves” we have.

As Councils *Catching the Wave* enables us to rethink both our purpose and our business model. We clearly leave behind the notion of being solely municipal service providers to one where our purpose is to create and sustain healthy and vibrant financial and social economies in our communities. We want to help realise the ambition of our residents, communities and businesses and encourage people to step up and play a role in leading their places forward (And to be very clear) we intend to continue to provide an essential safety net, manage the “commons” (the community resources that are accessible to all members of society and must be protected and managed for the good of all) and provide the best services and solutions that we possibly can meeting the long term needs of our residents and communities. In short we place ourselves at the heart of our communities (rather than the middle of them); we understand and join up the social networks that exist and view ourselves not just as an organisation but as a mechanism to create the places our communities want to be.

In our networked world, change now comes about by making emotional connections, stimulating grassroots ideas, sharing information and data, working with communities, customers and service users to create change together, breaking down hierarchies, liberating the insights and energies of the front line, thinking about systems rather than organisations, distributing power, and having a shared sense of purpose. What a contrast with the traditional local government way, which relied on hierarchical power, leaves leaders to drive innovation, defers to those of higher rank, uses tried and tested methods and adheres to a prescribed “vision”. Our established approaches to local government can be almost designed to crush change.

To make this shift in purpose requires a change in our mind sets. Whilst pushing hard to improve the quality of all of our services (and innovate particularly using digital technologies) we are already starting to move from the mind set of municipal delivery to all and increasingly becoming **Civic Social Entrepreneurs - creating and sustaining social value**. This means that in leading our communities we are identifying (often new) needs and resources and are skilled in bringing them together to create often long term and sustainable solutions for the benefit of our places. We do not seek to be “fonts of all knowledge” (or experts on everything) but we recognise our role in community leadership is at times about bringing the right people together, facilitating the right conversations and deciding what our position should be in any solution. None of this is about reducing the importance of providing the democratic mandates or “social safety nets” and “legs up” that we will continue and it is important that we define clearly the roles of public participation, the reduction of social inequality and the role of local democracy in this.

This shift in purpose and mind set is both exciting and challenging. It requires us to reconsider at times the way we think, access and relate to the outside world and how we gracefully shift some of our solid and reliable governance systems (in terms of formal decision making and internal operating systems) to meet the challenge. At times this transition will be significant and difficult. This is very much a process over time rather than a “one day change” but the activities set out in **“Surf’s Up”** will only successfully come to fruition if we embrace and embed this change of mind set.

DRAWING ON THE WAVE CATCHERS IDENTIFIED IN *CATCHING THE WAVE*

“Surf’s Up” is split into four sections namely the three wave catchers (Supporting Wealth Generators, Cultivating Enterprising Communities and Becoming Adaptive Councils and Systems) and a fourth “Waxing the Board” - which has some of the key stuff we need to fix, and fix soon, to be successful in delivering our ambitions. Each of these sections sets out a series of commitments that we the Council make to the communities of Adur & Worthing. By commitment we mean that we are sincerely bound to them as courses of action and recognise their importance and value. We will prioritise them and use our best efforts to make them happen.

WAVE CATCHER 1 – SUPPORTING OUR WEALTH GENERATORS

Catching the Wave sought to draw on our history to identify some of the “natural resources” that our future economic prosperity will be built upon. Our “coal” includes our abilities in the science, technology and creativity sectors, our natural and built landscape, our creative and cultural sector, the skills and talent of our resident community, development land potential, our proximity to London, Gatwick and the South Downs National Park and the strength of our local Further Education offer. We also recognised that there was some significant challenges in terms of strengthening some new business sectors, inward investment, the relative lack of sites for new business (and the slowness to develop those that we have), the absence of a Higher Education presence, infrastructure (particularly road and rail), inconsistent international reach, and our image and brand. Perhaps not surprisingly a

significant part of our role is to get behind our strengths and work on reducing the impact (or removing) some of the challenges and barriers.

Purpose of Directorate for the Economy:

Our newly created directorate for Economy was formed with the clear purpose of leading and driving forward our economic growth ambitions; securing investment; and providing a vibrant cultural offer that supports the local economy. We will work with our business partners and stakeholders to secure government and private sector investment in the design and delivery of our major infrastructure and regeneration projects. Our cultural offer is improving and we need to demonstrate and articulate the economic and social value that a strong and vibrant cultural and events programme provide for local residents and the economy. The directorate is outward facing, business and visitor friendly and hugely ambitious.

We strive to make Adur & Worthing a unique and world class business and visitor destination where business ambition is supported, not hindered, by our public services leadership and interventions. We have supported our businesses to grow and expand during recessionary times (such as GSK and ETI) and have notable multi-million pound inward investment successes including Rayner. We will attract and secure private sector developers to deliver the much needed new homes, jobs, leisure and cultural facilities and business premises that will ensure that Adur & Worthing is the leading economy along the Coast West Sussex. If we delivered our 15 major regeneration projects we would create 136,000m² of business land, create 5,000 new jobs, 1,000 jobs in construction and safeguard a further 1,300 jobs. In the same period if we built the 7,000 new homes planned for in our emerging Local Plans in the next 10 years, we could generate an additional £9m-£10m in council tax revenue for the authorities.

WAVE CATCHER 1 : SUPPORTING WEALTH GENERATORS

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. The design and delivery of key major infrastructure and regeneration projects to provide new homes, jobs, business premises, leisure and cultural facilities and much needed infrastructure for local communities.	1.1 <u>Decoy Farm</u> – complete site investigations work, secure LGF investment and make site ready for business relocations.	Director for the Economy: Major Projects, Planning Policy, Estates, WSCC highways, Shoreham Harbour Regeneration Partnership, local businesses and private sector developers.	Investigations and planning application by July 2015 Infrastructure delivery and site development commencing January 2017

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. (continued)	1.2 <u>Teville Gate</u> (*) – site marketed and work with new owners to develop a viable regeneration scheme and secure planning permission.	Director for the Economy: Major Projects, Planning Policy, Estates, Parking, Legal, WSCC highways and private sector developers.	Developer planning application by September 2015 Infrastructure delivery and site commencing by June 2016
	1.3 <u>Union Place</u> (*)– agree preferred developer with Sussex Police.	Director for the Economy: Major Projects, Planning Policy, Estates, Parking, Legal, WSCC highways, Sussex Police and private sector developers.	Developer planning application submitted by July 2015 Infrastructure delivery and site development commencing by March 2016
	1.4 <u>Grafton Street Car Park</u> – review and agree new regeneration opportunities and market the site to secure development partner.	Director for the Economy: Major Projects, Planning Policy, Estates, Parking, Legal, WSCC highways, Town Centre Initiative and private sector developers	Marketing of site by January 2015 Secure private sector development partner by April 2015 Developer planning by September 2015 Infrastructure delivery and site development commencing by June 2016

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. (continued)	1.5 <u>Stagecoach Site</u> (*) – work with land owners to investigate and agree off-site relocation of the bus garage and develop site for mix-used regeneration scheme.	Director for the Economy: Major Projects, Planning Policy, Estates, Legal, WSCC Highways, land owner and private sector developers.	<p>Agree relocation options with landowner by March 2015. If agreed:</p> <p>Secure private sector development partner by December 2015</p> <p>Developer planning application by September 2016</p> <p>Relocation between January 2017 and June 2017</p> <p>Infrastructure delivery and site development commencing January 2017</p>
	1.6 <u>Worthing Town Hall Car Park</u> – review and agree a new Civic Hub masterplan and development options of the site with partners. Develop and deliver agreed scheme.	Director for the Economy: Major Projects, Planning Policy, Estates, Legal, WSCC Highways, WSCC Libraries, Law Courts, Health Trust and private sector developers.	<p>Develop and agree new masterplan by March 2015</p> <p>Secure private sector development partner by December 2015</p> <p>Developer planning application by September 2015</p> <p>Infrastructure delivery and site development by January 2017</p>

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. (continued....)	1.7 <u>Adur Civic Centre</u> – agree preferred development partner and deliver housing-led regeneration scheme.	Director for the Economy: Major Projects, Planning Policy, Estates, Legal, Adur Homes, WSCC Highways, and private sector developers.	Secure private sector development by March 2015 Developer planning application submitted by September 2015 Infrastructure delivery and site development commencing January 2016
	1.8 <u>Shoreham Airport</u> – agree and sign off land deal and support the development of aviation business space.	Director for the Economy: Major Projects, Planning Policy, Estates, Legal, Brighton & Hove City Council and land owners.	Land agreements signed off by July 2015 Delivery of aviation business space by December 2017
	1.9 <u>Shoreham Harbour</u> – agreement to the Joint Area Action Plan, relocation of key business to free up of the mixed use regeneration sites.	Director for the Economy: Major Projects, Planning Policy, Estates, Economic Development, Legal, WSCC highways, Brighton & Hove City Council, Shoreham Port Authority, Shoreham Harbour Regeneration Partnership, land owners and private sector developers.	Joint Area Action Plan agreed by April 2016 Secure private sector development partners by March 2016 Developer planning application by September 2016 Infrastructure delivery and site development commenced by January 2017 Business relocations completed by December 2018

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
2. A new and vibrant cultural offer for the area's theatres and venues that attracts new audiences to support local economic tourism and the visitor economy.	Establish a new independent Commit to Culture Partnership to lead the area's cultural offer, engagement and deliver a range of cultural activities.	Director for the Economy: Theatres, Museums, Adur & Worthing Trust, local creative businesses, Arts Council, Heritage Lottery Fund.	Commit to Culture Partnership established in November 2014 Agreed workstreams and activity by March 2015
	Further improve the cultural offer, building a reputation for excellence and innovation, and continue to increase audience numbers.	Director for the Economy: Theatres, Museums, Adur & Worthing Trust, local creative businesses, Arts Council, Heritage Lottery Fund.	New cultural programme and audience development by March 2015
	Establish a Costume Research Centre in partnership with University of Brighton & Northbrook College to provide a long-term solution for the museum's storage collection.	Director for the Economy: Museums, University of Brighton, Northbrook College, Arts Council, Heritage Lottery Fund.	Project scope by November 2015 Secure HLF stage one inception funds by January 2015 Site investigations and business planning – 6 – 12 months Securing HLF/ACE capital fund by December 2015 Infrastructure delivery and site development commencing by January 2016
	Focus on growth of the Venue's business income to enable a longer-term reduction in the financial support from the Council.	Theatres	New business plan approved by March 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
3. A new sector and spatial approach to our tourism and visitor offer to attract additional international, national, regional and local visitors with partners along the wider Coastal West Sussex sub-region.	Refreshed and focussed tourism strategy / action plan with CWS partners.	Director for the Economy: Visitor services, Economic Development, CWS partner Authorities, businesses, LEP.	Tourism strategy / action plan by March 2015
	Develop a new Seafront Strategy and action plan that maximise the use of all our greatest cultural asset and provides new business and leisure opportunities for residents, visitors and businesses.	Director for the Economy: Visitor Services, Leisure, Parks & Foreshore, Economic Development, CWS partner Authorities, businesses, LEP.	Seafront strategy approved by June 2015
	To effectively plan and deliver a year round programme of events to maximise the use of our public and open spaces.	Director for the Economy: Events, Emergency Planning Leisure, Parks & Foreshore, event organisers and businesses.	New Events officer post appointed by December 2015 and year round programme developed and agreed by March 2015
4. Intelligently using and maximising our property portfolio to support business, economic and retail growth.	Develop, consult and agree a new asset management plan.	Director for the Economy: Estates, Planning Policy, economic Development.	Asset Management Plan approved by March 2015
	Develop, consult and agree a new Parking Strategy.	Director for the Economy: Parking, Estates, Planning Policy, Town Centre Initiative, Economic Development	Parking Strategy approved by March 2015
5. Securing approval for our Local Plans and supporting documents that will guide and support sustainable economic growth for the next two decades.	Submission of Adur Local Plan to Planning Inspectorate, examination in public and final agreement to the Plan.	Director for the Economy: Planning Policy, consultees and stakeholders.	Agree submission for consultation in October 2014 Final Submission for examination March 2015 Examination in public by June 2015 Agreed Local Plan by January 2016

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
5. (continued)	Full review then submission of a new Worthing Local Plan to Planning Inspectorate, examination in public and final agreement to the Plan.	Director for the Economy: Planning Policy, consultees and stakeholders.	Local Development Scheme by March 2015 Review of Core Strategy and development of new Local Plan approved by June 2018
	Produce and review charging schedules for the Community Infrastructure Levy and Pre-Application advice.	Director for the Economy: Planning Policy, developers, consultees and stakeholders.	CIL implantation by June 2015
6. Capturing new inward investments and supporting our indigenous business to growth and expand locally	Active inward investment marketing with WSCC, UKTI and partners whilst meeting / support existing businesses with their expansion needs.	Director for the Economy: Economic Development, Planning Policy, A&W Business Partnership.	On-going and supporting Regional Growth Fund applications for our businesses by July 2015
7. Establish an independent major employer's business voice to challenge, stimulate debate and work alongside us on our economic growth ambitions.	New MDHub model developed for Adur & Worthing for the 25 largest / fastest growing private sector businesses to collaborate, innovate and provide external challenge / advocacy.	Director for the Economy: Economic Development, A&W Business Partnership and business leaders.	MD Hub established by June 2015
8. Raising the skills base of the local workforce and providing the environment that embraces innovation and creativity amongst our entrepreneurs.	Develop and publish a skills and employability statement / strategy	Director for the Economy: Economic Development, FE Colleges, Chamber of Commerce, A&W Business Partnership	Strategy developed and agreed by July 2015
	Engage with employers – improving links between them and FE/HE education and training providers.	Director for the Economy: Economic Development, FE Colleges, Chamber of Commerce.	By January 2015 and on-going
	Develop innovation and enterprise centres at Northbrook College and Worthing College	Director for the Economy; Economic Development, FE Colleges, Chamber of Commerce	On-going and supporting Regional Growth Fund applications for our businesses by July 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
8. (continued)	Work alongside universities and further education colleges to further develop High Education opportunities in the area.	Director for the Economy: Economic Development, University of Brighton, Chichester University, FE Colleges.	By January 2015 and on-going
	Create a group of enterprise champions with representatives from primary schools, secondary schools, FE Colleges and Universities.	Director for the Economy: Economic Development, schools, FE Colleges, Universities	By January 2015 and on-going
9. Lead economic growth policy and strategy development with the Coast to Capital LEP, WSCC and CWS and secure new EU, national and regional growth funding for priority project and programmes delivering economic growth	Secure additional investment funding for priority projects.	Director for the Economy: Economic Development, Major projects, Planning Policy, private sector developers.	Local Growth Fund business cases developed and submitted by July 2015
	Develop an EU/External funding strategy with priority / target market opportunities.	Director for the Economy: Economic Development, Major projects, Planning Policy, private sector developers.	EU/external funding strategy developed and agreed by March 2015
10. Ensuring our procurement and supply chain spending prioritises local suppliers.	Develop and agree a local procurement and supplier charter with stretch targets.	Director for the Economy: Procurement, Economic Development, Chamber of Commerce.	Local charter developed and agreed by June 2015
11. Explore opportunity to bring ultrafast broadband to Adur and Worthing to provide catalyst for local digital and business economy	Evaluate market opportunities for District/Borough wide UFBB and devise strategy for delivery	Director for the Economy Director for Digital	By April 2015

(*) Notes these sites are not in full ownership of the local authorities and as such the development timetables stated are aspirational and will be worked on in partnership with key landowners and partners.

WAVE CATCHER 2 : CULTIVATING ENTERPRISING COMMUNITIES

In *Catching the Wave* we set our ambition to develop Enterprising Communities across Adur and Worthing (communities of geography, common interest, business, age or type of resident etc.). By “enterprising” we mean communities that can come together, recognise the challenges they face, innovate, create and realise opportunities, effectively taking and managing risks, encouraging active participation, self-reliance and self-determination and communities that become resilient to economic or other shocks and where people have the confidence and pride to stand on their own two feet to compete and fully participate in community life.

This is about supporting and unleashing the power of people in community to run and improve their own lives and the places in which they live, whilst maintaining an essential safety net (and recognising that some communities may require a more active and enabling support to make progress).

Purpose of the Directorate for Communities:

Our newly created Directorate for Communities was formed with the purpose of driving a lasting change in the relationship between the Councils and its communities. We are moving away from a traditional model of Council controlling power, decisions and resources to one of far stronger engagement with our communities that will see us “letting go” and in some cases getting out of the way completely.

For example, under the working title “Rethinking Parks” we will work with groups and clubs to explore how they can take greater responsibility in the ownership and management of councils parks facilities; we will remove bureaucracies that stifle community innovation and creativity facilitating resident led initiatives such as Play Streets; we are transferring our Worthing Council’s leisure facilities to a newly created local Trust – South Downs Leisure – that will be run by a Board of local residents.

<http://www.worthingleisure.co.uk/south-downs-leisure-trust/>

In the context of austerity, the Councils recognise the importance of genuine partnerships that cut across and engage statutory partners, the voluntary sector, community groups, neighbourhood, and residents. We will continue to support the principle of early intervention that can prevent a host of social and health problems later down the line for families, saving valuable and costly resources when compared with intervention at crisis stage. This approach will be reflected in our work on Public Health, and Think Family/ Early Help programmes. <http://www.adur-worthing.gov.uk/media/media.113470,en.pdf>

We are committed to ensuring that our communities are housed in good quality and affordable accommodation – a real challenge in areas where demand outstrips supply and the opportunities for development are limited. Through initiatives such as Think Family Neighbourhoods resources will continue to be targeted in deprived areas to build resilience in those neighbourhoods. Critically this

work will increasingly involve the Councils designing services with residents; so that they reflect what our communities know is needed.

WAVE CATCHER 2 : CULTIVATING ENTERPRISING COMMUNITIES

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. Reframing democracy, bridging to and leadership of communities, working with tension of democratic v participative democracy	Review of the Councils existing Participatory Budgeting schemes the Adur “Pot of Gold” and the Worthing Money Tree to ensure they are vibrant and engaging.	Head of Wellbeing in consultation with Communications Team	April 2015
	Understanding the role of the Councillor as community leader and advocate; and engagement with Outside Bodies.	Director for Communities; Head of Wellbeing; Democratic Services	September 2015
2. Developing community leaders and social innovators	Identify, engage & support key community leaders and social connectors in Think Family Neighbourhoods (TFN).	Director for Communities; Head of Wellbeing; TFN Steering Group	April 2015 – March 2016
	Scope and develop a community leadership programme in key TFN areas, to identify and nurture talent in ways that benefit local community projects.	Director for Communities; Head of Wellbeing; TFN Steering Group	March 2016
	Lead the ongoing development & growth of the TFN programme, including Action Northbrook and Action Eastbrook, ensuring co-production continues to be embedded, resources are managed and mainstream services are influenced	Head of Wellbeing; TFN Steering Group; Action Northbrook; Action Eastbrook	December 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
3. Harnessing the power of business based CSR to enhance their “social value” offer in Adur and Worthing	Identify and work with key businesses in Adur & Worthing to attract CSR investment in community schemes and projects.	Director for Communities & Director of Economy	July 2015
	Create a staff volunteering programme with businesses alongside staff volunteering in A&WC's	Head of Wellbeing. Head of OD EH Team Leader for Workplace Health	September 2015
4. Supporting the development of the V&CS sector, ensuring correct infrastructure support is in place and that we support the commissioning aspirations of our partners and our local V&CS where it is for the benefit of Adur & Worthing residents	Undertaking a review of the infrastructure needs for the VCS locally and developing a commissioning process.	Director for Communities, Head of Wellbeing,	October 2015
	Ensuring regular liaison with VAW & AVA takes place with attendance at VAW & AVA events.	Head of Wellbeing; Health and Wellbeing Partnership	December 2014
	Reviewing the Councils grants and commissioning practices to ensure they reflect local V&CS priorities. To include co-ordination with WSCC grants and other funders	Director for Communities; Head of Wellbeing; V&CS Manager; WSCC Communities Team	October 2015
	Review commissioning / procurement processes & rules to ensure they do not exclude the V&CS from bidding to run services & facilities.	Director for Communities; Head of Wellbeing; Procurement Team	October 2015
5. Create new social businesses, joint ventures and service delivery models that encourage and support the long term development of enterprising communities	Rethinking Parks : To continue the work in our Parks Service to identify groups to take over management of sites & responsibilities e.g. Allotment self-management.	Director for Communities; Head of Environment	February 2016
	Rethinking Parks : To identify, engage and support “friends of” groups to have a greater say in how parks, cemeteries, planting fields are used & managed	Director for Communities; Head of Environment; Friends of groups; Sports Clubs etc.	February 2016

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
5. (continued)	To explore and deliver new models of management & ownership of facilities through community asset transfer & the creation of new social enterprises from existing Council services & sites	Director for Communities; Head of Environment	March 2016
	Support the establishment & development of South Downs Leisure Trust & review Adur Councils relationship with Adur Community Leisure.	Director for Communities; Chief Executive of SDLT. Board of SDLT; ACL Liaison mtg	April 2015
6. Delivering good quality and affordable housing, preventing homelessness and supporting revitalised and safe neighbourhoods.	Delivery of 174-182 homes per annum Adur including 50 affordable homes p.a. To complete the review of housing need and numbers for Worthing including affordable housing	Director for Communities; Director of Economy	March 2015
	Complete Adur Homes Business Plan and undertake review of customer service in Adur Homes	Head of Housing; Adur Homes Management Board	March 2015
	Review of Homelessness Prevention & Housing Advice Services	Director for Communities; Head of Housing	June 2015
	Contribute to the consultation on the review and redesign of Sussex Police Services, promoting partnership working wherever possible and appropriate.	Director for Communities; Head of Wellbeing; Community Safety Manager; A&W Safer Communities Partnership	December 2016
7. Financial inclusion, debt, savings and “unbanked”	Leading the A&W Financial Inclusion Group including completing the Framework and developing the Action Plan	Director for Communities; Head of Wellbeing; Head of Housing; A&W Financial Inclusion Group. Health & Wellbeing Partnership	April 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
7. (continued)	A&W Councils to join WSCU; create loan arrangements for A&W residents; & market WSCU	Director for Communities; Head of Wellbeing; Head of Housing; A&W Financial Inclusion Group; WSCU	December 2014
	Update the A&W Fuel Poverty Action Plan	A&W FP Working Group; Head of Wellbeing; EH Team Leader Housing	March 2015
8. Think Family & Early Help	Establish the operation of the Think Family Expansion Programme;	SCP; H&WP; Community Safety Manager; Head of Wellbeing	April 2015
	Support the development of the Early Help Hubs and identify how A&W services contribute to the hubs.	Director for Communities, Community Safety Manager; Head of Wellbeing, AW HWP.	June 2015
	Contribute to the establishment of governance arrangements for the Early Help Hubs with a view to A&WC hosting the governance.	Director for Communities, Community Safety Manager, Head of Wellbeing, AW HWP.	June 2015
	Continue to develop and oversee the TFN programme in Adur and Worthing, with a focus on Early Help and building community confidence and resilience.	Director for Communities, Community Safety Manager, Head of Wellbeing, TFN Steering Group	September 2015
	Ensure that Early Help is embedded throughout the Councils policy and delivery roles.	Director for Communities, Head of Wellbeing, Community Safety Manager	November 2015
9. Public Health & Wellbeing	Develop and deliver the A&W Public Health Plan	Director for Communities; Head of Wellbeing; H&WP; Inequalities Network	December 2016
	Lead the development and co-ordination of the AW H&W Partnership priorities, ensuring these are aligned with the West Sussex PHP	Director for Communities; Head of Wellbeing; H&WP Inequalities Network	June 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
9. (continued)	Continue to develop the Wellbeing Programme, including the commissioning role of local partners and groups	Head of Wellbeing; WSCC (as commissioners); H&WP	December 2015
	Promote & support the role of SDLT & ACL in delivering access to health and wellbeing offers in leisure facilities & off site	Director for Communities; C/Ex SDLT; ACL	December 2015
	Develop a workplace health, wellbeing and resilience programme	Head of Wellbeing; EH Team Leader Workplace Health	March 2016
	Develop the Systems Leadership Programme focused on community based approaches to mental health and emotional wellbeing	Director for Communities; Head of Wellbeing; H&WP	December 2016
10. Work & Skills	Continue to source funding and develop the DWP Work Experience project in Adur and Worthing	Head of Wellbeing;	April 2015
	Lead and develop the AW Employability Network	Head of Wellbeing	April 2015

WAVE CATCHER 3 : ADAPTIVE COUNCILS (AND PLACES)

Catching the Wave is clear that being effective organisations in the delivery of services is a given but not in itself sufficient. As Councils (and as a wider system that governs our places) we need to be more adaptive. A term borrowed from biology, adaptation is the process that an organism uses to be better able to live in its habitat and not to die out when the habitat or climate changes. It is about agility, it is about reading and understanding the outside world and it is about bringing together competing interests and views (via community leadership) to help define and shape our collective futures. We recognise that there are some strong

elements from our civic history that we will wish to retain (e.g. openness, transparency, accountability and fairness) and that we will need to ensure we do not become stuck or risk averse with unnecessarily bureaucratic processes that prevent us from responding rapidly to the real needs of communities, businesses, organisations and partners.

In *Catching the Wave* we identified this will require long term attention and that we will all need to think about our current mind-sets and cultures, our expectations of partners and partnering, how we apply our resources and to what? Resources in this context means more than just money. It includes how we use our people, the value in our relationships, data and information, intellectual property, land and a variety of other assets ... including our personal energies and assets over which we may have no “formal” authority. If we are to genuinely move forward the agendas in our three key Wave Catchers then we will need to ensure that all parts of our business look carefully at any maladaptive, static, solid or “stuck” systems and design them out. If not, then our aspirations around economic and social vibrancy will not be brought fully to realisation.

The Adaptive Councils agenda is an area where in the 9 months since *Catching the Wave* was conceived we have had the opportunity of understanding more about our community and customer needs, the potential for digital and some of the ways that our current operating systems (human and technical) may be holding back our future chances. We have had the chance to become clearer for example on how we innovate, how we might best meet customer need, how we might reduce our operating costs and improve our offer to the customer and how we might do this within an envelope of public service austerity without restricting our chances of realising our long term ambition.

We have begun to make progress with 3 critical catalysts to adaptive status, namely:

- The design and (co-design) of our service offer
- Ensuring we build in digital solutions via our digital roadmap
- Creating a consistently high quality customer service offer across all services (and building the “customer service profession” and the cultural support required to get there)

There are a number of other areas that we will be focussing our attention upon, namely:-

- Ensuring that our core (“back office”) business services are consistently high quality, cost effective and have the necessary capacity (including external support) delivered with full understanding of the strategic needs of the organisation.
- That we develop longer term strategic financial planning, become more commercial in generating sustainable revenue streams, move to a more “profit and loss” way of working with managers understanding and developing their businesses and create the additional flexibilities required for those revenues to be generated. Our aim is to be able to operate “free of Government grant” before 2020.

- That we create space to think, invest in cultural support required to bring our *Catching the Wave* aspirations to life, build the capacity of leaders across organisation (and the system) and that we develop performance management systems that enable and support delivery, rather than counting things “for the sake of it”.
- That we understand and use the data that we hold and the business intelligence that we need as both a customer service provider and a community leader.
- That we “think partnerships”, are not afraid to lead partnership agendas, challenging where appropriate, standing back and allowing others to lead where they are better placed and seeking to ensure that the energies of all partners and partnerships are aligned behind our vision for the place.
- That we consistently communicate with skill and a strong understanding of the nature and reason for the conversation in genuine dialogue to help our places and partners coalesce around the key long term issues for our places.

Purpose of Customer Services Directorate:

We have a clear purpose of redesigning and improving the delivery of our services in ways which meet the current and emerging needs of our customers, businesses and communities. In a period of ongoing austerity the pace of change in customer expectations is also relentless – and the adaptive council is required to keep ahead of the curve to ensure resources and expertise are best positioned to meet new demands on us. Our customer base is potentially much wider than just our residential and business base. People from outside our boundaries – visitors, extended families, business investors, public and private sector partners – have their own expectations of how we should deliver service.

Customers of public services are also increasingly digitally connected, knowledgeable and mobile. Their expectations of service quality are shaped by the very high quality of service provided to them by other suppliers for whom customer service has been a commercial imperative and competitive differentiator. Hierarchical, siloed, risk averse, top down and inward looking management of service is not fit for current purpose. Traditional organisational design limits our capability to harness the innovations that are being made more widely in our society, at the same pace of change. The digital agenda which make information more easily accessible without the need for direct communication with us is disruptive to traditional service design thinking. Equally it will help our staff – or internal customers- to work differently and more collaboratively. But it's not all about digital either – excellent customer services is all about setting expectations, and meeting the needs of our customers – which is all about managing our own service as highly effective businesses delivering high quality service outcomes. This requires a consistency of customer purpose across the organisation, clear performance management, and an appetite to challenge internal processes which have an adverse impact on delivery, customer expectations or on cost. It may mean investing our resources in different ways to achieve the transformation required, using customer insight to drive continuous improvement.

Customer insight is knowing how people want to use our services. It will be key to how we learn about how best to transform ourselves and our key partnerships. Customer focus will improve service relevance, quality and consistency. It will reduce operating costs. It will inform new business development. It will ultimately maintain the high reputation of the councils.

To these ends the Directorate will have a cross cutting role, working with across the themes of economy, community and digital and resources to ensure the active co-design of our service processes with customers to deliver sustainable, creative and prosperous communities. Together we can do something fundamentally different to what has gone before.

There are elements of customer service which sit outside the Directorate. There will be benefit to further cross-cutting collaboration across all portfolios and with external service providers and communities to improve the relevance and responsiveness of the services we see today.

Purpose of Digital & Resources Directorate:

Our purpose is to help public service transformation within and beyond our organisations with the help of digital technologies and data. We will design and build, buy or commission new digital services so good that citizens choose to use them, improving service to them while reducing our costs. We will introduce modern tools to staff, helping them be more productive and collaborate together more easily. We will develop our data and analysis capacity to drive business decision-making, and release open data to the public to stimulate innovation and offer transparency.

Our purpose is also to develop strategic and highly innovative approaches to finance and procurement, helping us adapt to the challenges ahead, identifying new ways to generate revenue as funding from central government reduces.

Our legal and human resources services will also adapt to support the councils ambitions, with a renewed purpose to help enable innovation and change across the business, accepting and managing risks, and supporting the workforce through periods of change and uncertainty. Our engineers and surveyors will support major projects into life, and keep our public realm maintained and repaired. We will continue to effectively respond to emergencies in partnership with other bodies and our facilities teams will continue to provide excellent customer service for our buildings and the needs of their users.

We will also support excellent programme and project management discipline across the business. Our watchword will be: "Delivery".

WAVE CATCHER 3 : BECOMING ADAPTIVE COUNCILS (AND PLACES)

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. Develop a system wide high quality customer service offer	Create a baseline of current customer services demand across the Councils	Director for Customer Service	By November 2014

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. (continued)	Examine the benefits of developing an alternative business structure for Revenues and Benefits service for both Adur and Worthing.	Director for Customer Service	By December 2014
	Examine the performance, supporting technologies and operational working practices of the customer contact centre and the help points	Director for Customer Service	By December 2014
	Create project and service improvement methodologies which encourage innovation by all staff and stakeholder.	Director for Digital and Engagement/ Director for Customer services	By March 2015
	Introduce formal evaluation principles for new business opportunities to serve new and emerging demand from customers.	Director for Customer Services	By March 2015
	Review customer complaints handling and reporting in collaboration with customer advocates from within the business.	Director for Customer Service	By April 2015
2. Develop a culture of consistent focus on need (and resource) to support customers ... which weaves into the digital roadmap (see 6. Below)	Introduce business excellence model to support all parts of the organisation to contribute to service improvement and customer experience of service	Director for Customer Service Head of OD	By December 2014
3. Customer Service as the new "profession"	Review and improve current operational, business development, problem solving, analytics and MIS, stakeholder engagement, consultation, service improvement and contract management capabilities across the Council.	Director for Customer Service Director for Digital & Resources	By March 2015
	Review and improve business process re-design and customer journey mapping to manage change and technology solutions.	Director for Customer Services/Director for Digital and Resources	By March 2015
	Review and develop training and development offer for customer service, change management, process re-design and continuous improvement.	Director for Customer Services Head of OD	By October 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
4. Directorates are being well supported to implement change through early engagement with support services who problem solve and help manage risk	Support the creation of South Downs Leisure Trust, working closely with the Director of Communities to deliver on time	Director for Digital & Resources	By April 2015
	Set up a new shared Fraud Team in partnership with Crawley Borough Council	Director for Digital & Resources; Chief Financial Officer	By April 2015
	Develop a programme and project management system and the capabilities across the organisation through establishing good governance, methodology, tools and training	Director for Digital & Resources	By April 2015
	Examine the benefits of developing an alternative business structure for Legal Services	Director for Digital & Resources/Head of Legal Services	By December 2014
	Support Councils Leadership Team to deliver the tier 3 restructure	Director for Digital & Resources/Strategic Head of Human Resources	By December 2014
	Develop proposals for the Human Resources team to deliver stronger strategic support capacity and business partnering into the future	Director for Digital & Resources/Strategic Head of Human Resources	By March 2015
5. Developing more adaptive leadership systems across Adur and Worthing	Strengthen the Waves Ahead Local Strategic Partnership, identify key priorities from each of the thematic sub groups, share and develop at the LSP Waves Ahead Conference and develop accountability approach via the Executive Board.	Chief Executive/CLT/Community Planning Manager	By December 2014
	Develop System Leadership capacity ... starting with Local Vision project with health & CVSE partners.	Director for Communities	By January 2016
	Undertake top level stakeholder mapping exercise and ensure strongest possible connectivity at Senior levels with relevant stakeholders and organisations	Chief Executive CLT	By January 2015
	Consider value of stewardship of place by managers of Adur and Worthing Councils/others	CLT	By February 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
5. (continued)	Community Leadership – Continue development of community leadership capacity (via Member and Senior officer development ... jointly with key stakeholder organisations)	Chief Executive, CLT, Head of OD	On-going to April 2016
6. A Digital Road Map, produced with partners, citizens, members, communities and businesses to steer practical programmes around digitally-enabled public service efficiency, community activity and business opportunity	Produce and publish the Digital Customer Services strand of the Road Map	Director for Digital & Resources/Director Customer Services	By January 2015
	Develop the network of participants and co-create the community and growth strands of the Digital Road Map, while investigating project opportunities	Director for Digital & Resources	By June 2015
7. A high proportion of customers are using digital self-service	As part of the Digital Customer Services strand of the Digital Road Map, move to web-based enterprise platforms and away from legacy business systems.	Director for Digital & Resources	By March 2015
	Create in-house capacity and a programme to re-design and digitise services, with a strong reputation for delivery	Director for Digital & Resources / Director for Customer Services	
8. Engage effectively with customers through all channels - social media, live chat, text and email alongside improved assisted digital, phone and face-to-face services	Map the networks of active citizens and groups and develop effective social media listening and customer engagement, including ways for customers to provide instant feedback and to assist each other.	Director for Digital & Resources / Director for Customer Services / Head of Communications	By June 2015
	Review underpinning technology and resilience of customer service operations to support omni-channel service delivery and improved reporting/analytics.	Director for Digital & Resources/Director for Customer Services	By March 2015
	Review all service planning activities to ensure that customer is placed at the heart of the business and that service design is informed by legislative change and benchmarked best practice.	Director for Customer Service	By May 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
9. Our workforce is mobilised using modern devices and digital tools, working smarter and collaborating more easily with colleagues, partners and customers.	Move email and office functionality to “the cloud”, selecting a productivity suite that better enables mobile working and document collaboration	Director for Digital & Resources	By June 2015
	Create a mobile device strategy, exploring the potential for “Bring Your Own Device”, giving staff the tools to work effectively in the field, from home and multiple locations	Director for Digital & Resources	By March 2015
10. An active network of civic innovators, social entrepreneurs and local businesses are helping tackle shared challenges in new ways	Develop a programme of events & funded civic challenges with partners, open to all	Director for Communities / Director for Digital & Resources	By March 2015
	Develop a programme to publish open data in support of civic innovation	Director for Digital & Resources	By June 2015
11. Data insight and performance management information is effectively supporting data-led decision-making and published information is easy to read and useful to elected members and citizens	Create the capacity to undertake data analysis and data visualisation	Director for Digital & Resources	By March 2015
	Develop real time management information reporting from a new customer platform, accessible across the business	Director for Digital & Resources / Director for Customer Services	By June 2015
	Develop new performance measures focussed on delivery and outcomes, and publish a public performance dashboard	Director for Digital & Resources/CLT	By March 2015
12. An Asset Management Strategy is enabling a clear programme of works to be driven through to ensure council and coastal flood risk management assets are well maintained	Remedial works at Southwick and Kingston Beaches are completed, including mitigating works by end of October 2014	Director for Digital & Resources/Head of Business & Technical Services	By March 2015
	Develop an asset management database and the necessary condition surveys to bring our information up to date	Director for Digital & Resources/Director for Communities	By March 2015
	Develop new project governance and management arrangements to deliver a clear asset management programme against available resources	Director for Digital & Resources/Head of Business & Technical Services	By March 2015
	Introduce new project management capacity into the engineering and surveying teams, within existing resources	Director for Digital & Resources/Head of Business & Technical Services	By March 2015

“WAXING THE BOARD”

The fourth element of “*Surf’s Up*” is not a specific Wave Catcher in itself. However, without the right equipment and the right understanding of wind and sea few waves have been successfully caught by surfers. Waxing the Board is more a set of “must do’s” or short term things that we “must fix” in order to be fit for purpose and to have the strongest chance of delivering on our agenda. They are the things that have frustrated most, if not all of us, at times have tripped us up and may constitute areas of weakness where we honestly acknowledge we are “behind the curve”.

WAXING THE BOARD “SHORT TERM MUST DO’S”

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
1. Developing our strategic finance capabilities	Move to a monthly “profit and loss” approach for all Service Managers (with monthly review by DMTs and CLT)	Director for Digital & Resources; Chief Finance Officer	By December 2014
	Develop 10 year financial strategy to move to a position of no (or very limited) reliance on RSG including new revenue streams coming on-line and known savings from digital and other activity	Director for Digital & Resources; Chief Finance Officer	By April 2015
	Re-visit overheads recharging system to ensure fit for purpose and openness, transparency and equity	Director for Digital & Resources; Chief Finance Officer	By December 2014
	Develop and deliver a 3-year fully integrated Service Planning process which enables medium term view to be taken by managers on longer term strategic decisions (e.g. investment).	Director for Digital & Resources	By March 2015
2. Developing our service design and digital capabilities	Develop and implement the new Design & Digital Service providing data insight, service design, programme and project management and digital services	Director for Digital & Resources	By March 2015
	Review IT networking and infrastructure provision in relation to the Census ICT Service and develop options to improve customer service and reliability as part of the 3 year	Director for Digital & Resources	By December 2014

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
3. Project capacity, methodology and governance	Develop stronger and consistent Council-wide project management capacity, methodology and governance (with particular emphasis on major economic development projects, service change, service investment and significant change projects)	CLT/Head of Design & Digital	By March 2015
	Determine how projects are initiated and signed off and overseen at officer and Member level	CLT/Head of Design & Digital/Chief Finance Officer	By January 2015
4. Mature our approach to commissioning, procurement, supplier and contract management	Deliver contract management training to all relevant officers	Director for Digital and Resources; Head of Business & Technical Services	By March 2015
	Develop and maintain a central contracts register	Director for Digital and Resources; Head of Business & Technical Services	By March 2015
	Produce a procurement strategy, which improves the organisation's ability to procure smarter and with greater flexibility, maximising the use of emerging innovative framework agreements and partnerships. Consider value of shared procurement function.	Director for Digital and Resources	By March 2015
5. Develop appropriate (but not resource heavy) system-wide, organisation-wide, team-wide and individual based performance management approach	Review existing arrangements for individual, Team, DMT, CLT and Member level performance management and redesign.	Director for Digital & Resources/Head of Design & Digital/Head of OD	By March 2015
6. Develop and deliver a modern communications strategy ensuring right messages to the right audience at the right time and right cost	Review existing arrangements and capabilities and design a fit for purpose communications approach.	Chief Executive/Head of Communications	By December 2014
	Develop effective brands (for key identified audiences) for the Councils and the places of Adur & Worthing	Chief Executive/Head of Communications	By April 2015
7. Phones 4 us! Ensure a telephony system that works (and meets business needs)	Engage with the current supplier to discuss the specific failings of the Unify telephone system	Director for Digital and Resources	By October 2014
	Determine scope and engage with potential alternative suppliers (Plan B)	Director for Digital and Resources	By November 2014
	Deliver working fixed telephony system	Director for Digital and Resources	By March 2015

Commitment	Activities Required	Responsibility (including Partnerships)	Time line & date
8. Deliver smartphone and tablet technology to staff according to role to enable better mobile and flexible working	Determine requirements and engage with suppliers	Director for Digital and Resources	By November 2014
	Deliver smartphones and tablets to staff as part of a digital capability training programme which showcases new web tools to boost productivity	Director for Digital and Resources	By March 2015
9. Develop the commercial abilities across the Councils (in particular design and delivery of business cases, assessment of risk, investment appraisal etc.)	Design and commission appropriate departmental interventions	CLT and Head of Design & Digital and Head of OD	December 2014
10. Develop service improvement capabilities	Develop service standards and descriptions to form current baseline	Director for Customer Service	By December 2015
11. Improve quality of service management	Design quality of service reporting and cross cutting business improvement methodology	Director for Customer Service	By March 2015
12. Re-engineer process, procedure and policy around customer experience	Put in place Voice of the Customer methodologies to drive intelligence led decision making within business units and across the organisation	Director for Customer Service	By March 2015

CONCLUSION

We will use “**Surf’s Up**” to evaluate our progress on this comprehensive programme of projects to bring the Catching the Wave aspirations to reality. CLT will consider in depth on a quarterly basis progress (and where we are getting stuck) and report to Joint Strategic Committee every 6 months.

These reviews will enable us to keep our approach “live”. Once activity has been concluded where circumstances change negating the need for activity we can take it out and where new emergent opportunities arise we can ensure they are considered, defined and included.

Whilst primarily for internal use (to ensure all of our colleagues are aware of what we are trying to do and how they “fit” into the bigger picture) we will also use it to frame key elements of our communications strategy and ensure that we illustrate activity with

some of the real life human stories behind the on-going work. A digital version of the document we will “keep live” and build links to some of the key underlying work to enable those who are interested to learn more.

And finally ... if we use ***Surf's Up***” with care, attention and focus then in around 2 years’ time we will not just have delivered on a substantial range of commitments that will help the long term health and prosperity of our places, but we will also be far more agile and adaptive organisation to meet the challenges, opportunities and environment in which we then find ourselves.

END

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

1.0 SUMMARY

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

2.0 BACKGROUND

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

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

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

1. **'Getting in shape'**

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

2.0 BACKGROUND

2. Digital Strategy

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

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

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

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

- (a) **Leisure provision (Worthing only)** - The work to create 'Southdown Leisure Trust' continues. The Joint Strategic Committee received an update report on the 4th November 2014 which indicated that the project is on target to achieve the required saving of £250,000.
- (b) **Grounds maintenance** – The service is on target to find an additional saving of £30,000 in 2014/15. In addition, a bid has been made to the DCLG Transformation Challenge award to help transform how the service is delivered by working closely with the voluntary sector and local communities in the management and maintenance of local parks and outdoor sporting facilities. It is anticipated that if successful, this will help accelerate the delivery of further savings
- (c) **Legal Services** – Supported by IESE, the Council is currently exploring new ways of delivering legal services with other local Councils. This will be reported to the Joint Strategic Committee in due course.

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

- (a) **Accommodation strategy** – Two strands of work are still being completed.
 - The completion of the Adur Civic presence which is currently expected to finish in July 2014 which was originally expected to be built by December 2014.
 - The sale of the Adur Civic Centre site

2.0 BACKGROUND

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

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

(b) **Administration arrangements** – There has been an ongoing project to redesign, automate and centralise routing administrative arrangements;

3. **Base budget review** - Members will remember that Adur District Council under spent considerably in 2013/14 (either by controlling expenditure or increasing income) but that Worthing Borough Council overspent. However once the overspends associated with Theatres and Grounds Maintenance were stripped out, there was an underlying underspend with the Worthing budgets of around £500,000.

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

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

4. **Strategic Procurement review** - In line with the Councils new priority to 'Drive continual improvement and efficiencies in services particularly in procurement and contract management', work is being commissioned from IESE to review the Councils approach to procurement with a view to:

- Reviewing the current Procurement strategy;
- Undertaking a detailed financial analysis of the Councils' external spend and indications of where procurement savings are likely;
- Identifying the potential for negotiating existing contracts to realise efficiencies.

2.0 BACKGROUND

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

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

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

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

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

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

3.0 UPDATE OF OUTLINE 5-YEAR FORECAST

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

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

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

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

4.0 UPDATE OF OUTLINE 5-YEAR FORECAST

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

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

The 2015/16 new homes bonus is based on:

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

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

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

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

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

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

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

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

4.0 UPDATE OF OUTLINE 5-YEAR FORECAST

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

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

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

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

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

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

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

(f) **Removal of contingency budget**

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

5.0 FUTURE STRANDS OF WORK

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

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

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

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

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

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

5.0 FUTURE STRANDS OF WORK

(c) **Council Tax income:**

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

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

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

(d) **Voluntary redundancies:**

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

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

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

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

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

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

6.0 CONSULTATION

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

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

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

7.0 SAVING PROPOSALS

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

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

- 7.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. The Councils have virtually identified sufficient savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position. Nevertheless, the Councils are in a position to freeze Council Tax if they so choose.
- 7.3 It should be appreciated that the Councils have reduced down staffing levels considerably over the past years. Whilst, the Councils have maintained front line services as far as possible, it does mean that the organisation is now very 'lean'. The Councils will need to carefully prioritise their aims over the next few years to ensure that we can continue to both deliver services and seek improvements to how we work.

7.0 SAVING PROPOSALS

- 7.4 Looking ahead to 2016/17, the fallout of the 2008 banking crisis and resulting difficulty for the national budget means that financial pressure is not likely to ease in the short term. Most commentators now agree that we are likely to face another 5 years of difficult financial settlements.
- 7.5 However, the Council is due to embark on two major initiatives to help the Council meet the financial challenges of the next few years:
- i) The new digital strategy due to improve both the Customer experience and improve the Council systems for the future. This will form the platform for future transformation work and will lever in benefits from 2015/16 onwards.
 - ii) The transformation of customer services. This initiative will seek to change how customer services are delivered from current transaction management service to performing as a transforming and cross cutting service which encourages consultation and co-design of services with our customers. The service will also develop an internal quality audit function which reports on and improves customer services across the organisation regardless of departmental boundaries.
- 7.5 Strategically, the next year will be critical year. In 2015/16 there will be a general election on 7th May which will determine the overall direction of travel for the next 4 years, and prospects for the economy for the later part of the strategic plan should become clearer.
- 7.6 Consequently the financial prospects for the Councils beyond 2015/16 are not entirely clear at the moment; however Members should be aware that if there is a Labour Government then the current system of Local Government will be fundamentally changed; the funding for the council tax freeze built into revenue support grant will disappear; and the new homes bonus will be scrapped. All of which will be to the financial detriment of the Councils.

8.0 OTHER BUDGET ISSUES

8.1 Housing Revenue Account

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

9.0 CONCLUSION

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

10.0 RECOMMENDATIONS

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

Local Government Act 1972

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

Comprehensive Spending Review

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

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SCHEDULE OF OTHER MATTERS

1.0 COUNCIL PRIORITY

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

2.0 SPECIFIC ACTION PLANS

2.1 Matters considered and no issues identified.

3.0 SUSTAINABILITY ISSUES

3.1 Matter considered and no issues identified

4.0 EQUALITY ISSUES

4.1 Matter considered and no issues identified

5.0 COMMUNITY SAFETY ISSUES (SECTION 17)

5.1 Matter considered and no issues identified

6.0 HUMAN RIGHTS ISSUES

6.1 Matter considered and no issues identified

7.0 REPUTATION

7.1 Matter considered and no issues identified

8.0 CONSULTATIONS

8.1 Matter considered and no issues identified

9.0 RISK ASSESSMENT

9.1 Matter considered and no issues identified

10.0 HEALTH AND SAFETY ISSUES

10.1 Matter considered and no issues identified

11.0 PROCUREMENT STRATEGY

11.1 Matter considered and no issues identified

12.0 PARTNERSHIP WORKING

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX 4

(Council Tax consultation leaflet)

Proposed changes to Council Tax support for those on low incomes

Changes to the benefit system 2015

Changes to the benefit system

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

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

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

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

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



*Councillor Neil Parkin
Leader of Adur
District Council*

*Councillor Paul Yallop
Leader of Worthing
Borough Council*

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

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

About you

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

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

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

YES ☐ **NO** ☐

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

Proposed ideas:

Idea 1 – All working age claimants should pay something?

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

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

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

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

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

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

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

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

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

Changes to the benefit system: cont.

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

STRONGLY AGREE ☐

AGREE ☐

DISAGREE ☐

STRONGLY DISAGREE ☐

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

NONE ☐

£6,000 ☐

£10,000 ☐

MORE THAN £10,000 ☐

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

HIGH IMPACT ☐

MEDIUM IMPACT ☐

LOW IMPACT ☐

NO IMPACT ☐

I DON'T KNOW ☐

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

Council Tax for next year

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

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

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

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

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

**CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18 ADUR DISTRICT COUNCIL, WORTHING BOROUGH COUNCIL AND JOINT COMMITTEE
REPORT BY DIRECTOR FOR DIGITAL AND RESOURCES**

1.0 SUMMARY

- 1.1 The report recommends the schemes for inclusion in the overall Capital Investment Programme for the three years 2015/2016 - 2017/2018 for Adur District Council, Worthing Borough Council and the Joint Strategic Committee.
- 1.2 The report informs the Joint Strategic Committee of the resources available for future capital investment, and updates Members about the financing of the proposed three-year programmes.
- 1.3 The following appendices have been attached to the report:
- (i) **Appendix 1** The approved joint prioritisation system;
 - (ii) **Appendix 2** The Adur District Council proposed programme of new General Fund schemes which is recommended for approval;
 - (iii) **Appendix 3** The Worthing Borough Council proposed programme of new General Fund schemes, which is recommended for approval;
 - (iv) **Appendix 4** The Joint Strategic Committee proposed programme of new Adur District Council and Worthing Borough Council partnership schemes, which is recommended for approval;
 - (v) **Appendix 5** The Adur District Council proposed Adur Homes Housing Renovation Programme;
 - (vi) **Appendix 6** Amendments and additions to the Adur District Council Reserve List.
 - (vii) **Appendix 7** Amendments and additions to the Worthing Borough Council Reserve List.
- 1.4 The Capital Strategy was amended this year to include resources for the development of the new Digital Strategy which is the subject of a report elsewhere on the agenda.
- 1.5 Members were consulted on the capital bids to be included in the draft programmes. Their comments are included in this report. The final recommendations for the capital programmes will be made to Worthing Council on the 16th December, 2014 and Adur Council on the 18th December, 2014.

2.0 BACKGROUND

2.1 The Adur and Worthing Capital Strategy 2014-2017 was updated and agreed by JSC on 22nd July, 2014. The harmonised strategy and financing policy for the proposed Capital Investment Programme was set out in the “Outline Forecast 2015/20 and Budget Strategy 2015/16” report and agreed by JSC at the same meeting in July.

2.2 The Outline Forecast, set out the following:

- (a) A maximum level of funding available per year for the next 5 years to fund new General Fund schemes:

Adur District Council	£1m (plus £3.6m for the Housing Investment Programme)
Worthing Borough Council:	£1.5m

- (b) The Outline Forecast highlighted concerns about affordability in the medium term. Members of both Councils were made aware that the number, age and condition of both Councils’ assets continue to be a cause for concern. The funding of the programmes is to be comprised of prudential borrowing and capital receipts.
- (c) Additional capital expenditure will only be agreed where additional funding from capital grants, contributions, earmarked receipts, approved additional prudential borrowing or use of reserves has been secured.

2.3 The Capital Strategy agreed in July 2014 included the following changes to resource allocations:

- In 2013/14 and continuing into 2014/15 there has been significant slippage in building and engineering schemes. The building maintenance allocation to be deleted and the resources to be set aside to fund the ‘digital strategy.’
- There are a significant number of vehicles purchased for the delivery of the joint services which are due for renewal in 2016/17. However, there are relatively few planned for replacement in 2015/16. The total amount to be set aside for partnership working to be reduced from £700,000 to £500,000. This has since reduced to £316,000.

2.4 As the July 2014 Capital Strategy explained, the top slicing of the capital programmes in each year to ensure funding for key strategic issues such as ICT and the other partnership programmes will mean that, of the overall resources available in 2015/2016, only the following resources will remain for other schemes:

2.0 BACKGROUND

- **Adur District Council** – agreed in July £585,000 but now increased to £647,000
- **Worthing Borough Council** - agreed in July £945,000 but now increased to £1,063,000

2.5 Participatory Capital Budgets for residents and community groups

Adur District Council and Worthing Borough Council both have successful participatory budgets. These will continue but they will concentrate on smaller community projects (below £10,000 and therefore outside of the capital programme) and will be funded from the respective Councils Capacity Issues Reserves.

3.0 UPDATE ON KEY SCHEMES WITHIN THE EXISTING CAPITAL INVESTMENT PROGRAMME

3.1 The following paragraphs are an update on the current progress and status of key issues and investment areas:

(a) Overall size of the programme

The resources made available in 2015/2016 for new schemes has been outlined in paragraphs 2.2 to 2.4.

(b) Shoreham Community Centre New Ways of Working extension works

The works are progressing on site and are anticipated to complete in July 2015.

(c) Adur and Worthing Affordable Housing

The need for a budget provision:

The Councils have a duty to assess and deal with housing need. They have a Core Strategy requiring affordable provisions on housing developments. Worthing currently has capital receipts set aside as a result of Right to Buy clawback from Worthing Homes and from time to time there are ring fenced s.106 receipts for both Councils from developers in lieu of providing affordable housing on site. This is a useful source of funding to top-up schemes part funded from elsewhere, in order to ensure that schemes actually happen and get people off the Housing Register. The use of the Council's own assets to enable affordable housing development is becoming increasingly important as the more traditional funding sources, such as the Homes and Communities Agency (HCA) decrease The Housing Strategy targets 120 new affordable homes per annum.

3.0 UPDATE ON KEY SCHEMES WITHIN THE EXISTING CAPITAL INVESTMENT PROGRAMME

(c) Adur and Worthing Affordable Housing

The need for a budget provision:

The Councils continue to work closely with our Registered Provider (RP) partners to find and part fund sites where there is a compelling case. It is important to sustain an ongoing budget to enable the Council to input where appropriate when a site becomes available.

In theory the more affordable homes that are available, the less pressure there would be on the authority to source and pay for temporary accommodation. The direct effect on these budgets of a housing development is relatively small although in practice the Councils have nomination rights to the properties and at subsequent relets.

No schemes have come forward for Adur in 2014/15 and the budget will be re-profiled to 2015/16. Worthing have some schemes in the pipeline with an estimated contribution of £396,000. Only £78,000 is expected to be allocated in this financial year.

The Homes and Communities Agency (HCA) contributions to housing developments:

The upcoming £2.8 billion Affordable Homes Programme (AHP) 2015-18 will function in a similar way to the current 2011-15 programme which saw a significantly reduced budget from previous programmes. Registered Providers who register with the programme will be expected to relet an increasing number of current properties at the "affordable rent" level, which is up to 80% of open market rents. This is aimed at ensuring that Registered Social Landlords (RSLs) can use the increased rental stream to borrow more and thus save capital grant funding. Grant levels under the upcoming AHP programme are expected to be circa £20-25,000 per rented unit, which is similar to the previous programme though the HCA is clear that it will not fund housing which is let at less than 80% of open market rent.

(d) Adur Homes Programme

There will be slippage in the 2014/15 capital programme, the extent of which cannot be fully determined at this point in the financial year as there are a number of influencing factors which cannot be predicted until contracts are in place and performance assessed.

(e) Disabled Facilities Grants

The Councils have previously received a government grant towards the cost of Disabled Facilities Grant. This covered about 60% - 70% of the cost of the improvements.

3.0 UPDATE ON KEY SCHEMES WITHIN THE EXISTING CAPITAL INVESTMENT PROGRAMME

(e) Disabled Facilities Grants

From 2015/16 this will be funded from the Better Care Fund which will be managed in by West Sussex County Council (WSCC) in its Public Health capacity with the Care Commissioning Groups.

The 2015/16 grants received from WSCC are as follows:-

- Adur £293,000
- Worthing £550,000

- 3.2 The 2014/15 Capital programme continues to be monitored and reported to the Capital Working Group on a quarterly basis.

4.0 RESOURCES

- 4.1 There are two influences on the overall size of the capital programmes, namely:

- (i) the level of available resources to fund the programmes;
- (ii) the revenue consequences of the programmes in terms of the cost of borrowing and any associated running costs.

- 4.2 The financial position for both Councils is very challenging over the next five years. The need to invest in existing assets, as well as provide for partnership working, means that both Councils will need to sustain the size of programmes outlined in 2.2 to 2.4 for the foreseeable future. However, there is little change in the method of financing the programmes planned over the next 3 years. In addition, both Councils have approved an *invest-to-save* initiative and specific schemes which meet the criteria will be funded through prudential borrowing.

- 4.3 Both proposed programmes assume a phased use of the available prudential borrowing, capital receipts, reserves and depreciation set aside for Adur Homes major repairs. Investment will be financed using a mix of the following types of resources:

4.3.1 Usable Capital Receipts derived from the sale of assets

Usable capital receipts are generated through the sale of Council owned assets. Both Councils are actively looking for opportunities to increase the available receipts. In the past for Adur District Council this has mainly come from council housing sales however the intended sale of Adur Civic Centre will lead to a substantial capital receipt, the use of which will be determined by members.

4.0 RESOURCES

4.3.1 Usable Capital Receipts derived from the sale of assets

Worthing Borough Council is currently using any new receipts generated to pay down the debt associated with 'Splashpoint' swimming pool including the receipt expected from the sale of the Aquarena site.

Adur has signed up to the DCLG agreement allowing 100% of Right to Buy (RTB) receipts to be retained for new build homes. However, the receipt can only provide 30% of the cost of new build which means that the remaining 70% has to be financed from contribution from revenue (Adur Homes rental income) and borrowing. Other Housing Revenue Account property or land sales fall outside the 30% agreement and may be 100% retained by Adur provided it is spent on affordable housing, regeneration or the paying off of Housing Revenue Account debt.

A condition of being able to retain capital receipts arising from RTB sales was a 3 year time limit on providing the new affordable homes. Receipts will have to start to be returned from October 2015 if we cannot allocate the receipts to any new homes. Properties may be built by Adur Homes or another Registered Provider.

Worthing Borough Council also has the right to a proportion of the receipts generated from the sales of homes by Worthing Homes.

Whilst, the revenue implication of using any capital receipts is by no means as much as those incurred by borrowing, this is by no means a 'free' source of funding. The annual revenue costs of using £1m of capital receipts are as follows:-

	Year 1 £	Year 2 £
Interest at say 1.47%	7,350	14,700

In the past capital receipts have been a major source of funding for both Councils' capital programmes. Members will be aware that the Councils now have only limited access to capital receipts as:

- Neither Council owns large tracts of land that can be disposed of when capital receipts are needed. There are some disposals which are currently taking place and which could be made available in time, but these are unlikely to meet all the investment needs of either Council in the immediate future;
- There are very few other options for future disposals of operational assets, owned by either council, without service provision implications;
- Any benefits that might accrue from the sale of non-operational assets, such as the commercial properties, will be largely negated by the loss of significant rental and lease income. Consequently, the disposal of such assets can only be undertaken when there is a clear business case to justify such an action;

4.0 RESOURCES

4.3.1 Usable Capital Receipts derived from the sale of assets

In light of the budget strategy and the limitations on generating additional capital receipts, the estimated balance of capital receipts to fund the draft Capital Investment Programme will be:

Adur District Council

Adur District Council		Balance at 1st April £'000	* Receipts Generated £'000	Planned Use £'000	Balance at 31 st March £'000
2015/16	General	0	6	(6)	0
	Ring-fenced	2,758	450	(865)	2,343
	Total	2,758	456	(871)	2,343
2016/17	General	0	6	(6)	0
	Ring-fenced	2,343	450	(400)	2,393
	Total	2,343	456	(406)	2,393
2017/18	General	0	6	(6)	0
	Ring-fenced	2,393	450	(400)	2,443
	Total	2,393	456	(406)	2,443

Worthing Borough Council

Worthing Borough Council		Balance at 1 st April £'000	Receipts Generated £'000	Planned Use £'000	Balance at 31 st March £'000
2015/16	General	0	0	0	0
	Ring-fenced	4,331	101	(250)	4,182
	Total	4,331	101	(250)	4,182
2016/17	General	0	0	0	0
	Ring-fenced	4,182	101	(500)	3,783
	Total	4,182	101	(500)	3,783
2017/18	General	0	0	0	0
	Ring-fenced	3,783	100	(500)	3,383
	Total	3,783	100	(500)	3,383

4.0 RESOURCES

4.3.1 Usable Capital Receipts derived from the sale of assets

The lack of capital receipts as a source of funding is a problem for both Councils. It is inevitable that both Councils will need to borrow to sustain their respective capital programmes.

4.3.2 Prudential Borrowing

For the General Fund, the Prudential Code generally gives an unlimited ability to borrow, provided it is 'affordable, sustainable and prudent'. In practical terms the amount of the borrowing is inhibited by the associated revenue consequences and is therefore severely restricted by the impact such borrowing would have on council tax.

The position for Adur's Housing Revenue Account is quite different. Since April 2012, any future borrowing for capital investment in the housing stock, will only be allowable subject to repaying existing debt and creating headroom between actual debt and the borrowing limit of £67 million. Headroom to borrow is currently at £5m.

Consequently from 2012/13 onwards, the HRA has made a minimum revenue provision (MRP) for the repayment of debt. This will be based on repaying the debt over the life of any asset acquired or the life of improvement made. This can be funded from the depreciation which is set aside into the Major Repairs Reserve (see 4.6 below). There is also the option to make additional voluntary provisions for repayment of debt if this is affordable. The high level financial business plan will be updated and presented to Adur Cabinet in March 2015.

The annual revenue costs of each additional £1m of Prudential Code borrowing are estimated to be as follows:-

	Year 1 £	Year 2 £
Principal repayment – 7% average revenue provision*	0	70,000
Interest at say 3.80%	19,000	38,000
Total costs	19,000	108,000

* Both Councils have a policy of repaying any debt over the life of the asset acquired. On average the assets funded will have a life of 15 years which is equivalent to a 7% revenue provision each year.

MRP= Minimum Revenue Provision – the amount of 'capital' that has to be repaid each year, notionally this is the amount set aside to repay debts which have accumulated to finance schemes.

4.0 RESOURCES

4.3.3 Adur Housing Revenue Account Major Repairs Reserve contribution

2015/16 will be the third year of the new self financing regime. The Council will be allowed to set-aside amounts into a Major Repairs Reserve, equivalent to at least the annual depreciation charge for the housing stock made to the Housing Revenue Account. This can be used to fund the repayment of debt or to finance capital expenditure. For the first five years of the self-financing regime it is permissible to limit the depreciation set aside to the equivalent value of the major repairs allowance previously received under the subsidy regime. The major repairs allowance calculation for 2012/13 was set at £2.081 million.

New capital expenditure on housing will be financed from direct revenue contributions, capital receipts, the Major Repairs Reserve or from Prudential Borrowing (if overall borrowing is less than the 'borrowing limit' of £67 million). The latter source of funding requires amounts to be set aside for repayment of debt.

4.3.4 Revenue Contributions and Reserves

Worthing Borough Council has a specific capital reserve set aside to fund the capital improvements at the Crematorium. The Crematorium makes an annual contribution to the reserve from the additional income generated by the agreed improvements.

The Adur Housing Revenue Account revenue contribution towards the Adur Homes capital programme for 2014/15 is set at £1.9m. The revenue contribution reflects a long term strategy to fund a significant proportion of the proposed capital programme from revenue. The Joint Strategic Committee will be considering the Housing Revenue Account budget in February 2015, the contribution is expected to be at a similar level but may increase if there is adequate capacity within the budget.

4.3.5 Capital Grants and other external funding

The following capital grants and other contributions are expected and have been taken into account within the overall resources for the 2015/16 capital programme:

Adur District Council External Funding

	£
Disabled Facilities Grant (DFG)	293,000

Worthing Borough Council External Funding

	£
Disabled Facilities Grant (DFG)	550,000

4.0 RESOURCES

4.3.5 Capital Grants and other external funding

Disabled Facilities grants are mandatory and each Council has to approve all eligible grants. All approvals are for 12 months and works can be undertaken at any time in this period. In previous years Worthing has had significant overspends on this budget. However, in 2013/2014 and 2014/2015 demand has bottomed out and no overspend is anticipated.

5.0 DRAFT PROGRAMMES

General Fund Programme

5.1 The three-year draft General Fund programmes are attached at Appendices 2 and 3. The indicative programmes have been prepared on the basis of the agreed guidelines and the estimated resources. Each scheme has been scored using the priority scoring system devised under the Capital Strategy, producing a balanced programme in accordance with the overall available funding.

5.2 Members are asked to consider the proposed programme. Members can remove schemes if they consider that they should not be supported at this time or add schemes which merit support provided that the overall programme remains affordable. Additional information is provided below on the proposed invest to save schemes and other issues which members should be aware of when considering the overall programme.

5.3 Other matters

5.3.1 Decoy Farm

Decoy Farm is being considered as a development site for re-sale. Preliminary development costs associated with bringing the site forward for employment use are being undertaken. This is being funded from the Capacity Issues Reserve. The planning application for employment uses is expected by July 2015.

5.3.2 Replacement of vehicles – refuse and recycling

The refuse, recycling and street cleansing vehicles will be coming to the end of their economically viable lives by the end of 2016/17, they were mostly purchased nine years ago and extending their lives any further would have a detrimental revenue and operational impact on the service. The borrowing cost associated with the current vehicles is contained within the revenue budget, with the borrowing being repaid over a nine year period. Overall, the current revenue budget is as follows:

5.0 DRAFT PROGRAMMES

General Fund Programme

5.3.2 Replacement of vehicles – refuse and recycling

	Adur	Worthing	Total
	£	£	£
Original amount borrowed:	1,229,600	2,148,430	3,378,030
Revenue cost in 2014/15:			
Revenue provision for the repayment of debt	136,620	238,710	375,330
Interest costs based on the average interest rate of each Council - reduces as debt is paid off	21,450	31,000	52,450
Overall budget for revenue costs	158,070	269,710	427,780

Consequently the revenue impact of any replacement vehicles will be the difference between the current financing budget and an assessment of the new financing costs for the vehicles which are expected to cost around £3.1m - £3.5m.

Given the strategic nature of this investment and the relatively minor revenue impact that it is likely to have on the Councils, it is proposed that this is dealt with separately from the general capital programme.

Members should be aware that there are new regulations governing recycling which may impact on the final phasing of the replacement vehicles

5.3.3 Worthing Leisure Centres transferring to a Trust

Worthing Leisure Centres and Splashpoint will be transferring to a Trust on April 1st 2015. The Council will continue to be responsible for external maintenance of the buildings. A proportion of the savings identified from the transfer to a charitable body will need to be reinvested back into the building and grounds of the properties to ensure that the Council meets its obligations under the new arrangements. This 'set-aside' can be used to either directly support the proposed capital investment requirements or fund new borrowing depending on the scale of investment needed. The final saving generated by creating the Leisure Trust is yet to be established and so it is suggested that the funding and approval of this programme be deferred for consideration until the final details of the new Trust are discussed by Joint Strategic Committee.

A number of projects have been identified as part of the Capital Bid scheme and are included in Appendix 3 and summarised below

5.0 DRAFT PROGRAMMES

General Fund Programme

5.3.3 Worthing Leisure Centres transferring to a Trust

	2015/16	2016/17	2017/18
	£	£	£
Field Place			
Car parking extension	132,000		
Resurfacing of tennis courts		165,000	
Main House renewal of asphalt roof	24,200		
Worthing Leisure Centre			
Reglazing of nursery and café area	38,500		
Renewal of flat roofs		225,000	
Rewiring			264,000
TOTAL	194,700	390,000	264,000

5.4 Invest to save schemes

The Councils will consider 'invest to save' capital proposals which produce revenue savings that exceed the cost of borrowing by at least 10% over the life of the investment.

(i) Empty Properties

The tables below show the anticipated additional income from empty properties, if brought back into use, over the next 5 years for both Adur and Worthing. It is recommended that a proportion of the income generated is ring-fenced for empty properties work to bring more empty properties back into use over the 5 years.

This scheme may be affected by the comprehensive spending review in 4 years and also the additional homes bonus may continue beyond the 5 years, but in any event the effectiveness of the scheme needs to be reviewed annually.

5.0 DRAFT PROGRAMMES

5.4 Invest to save schemes

(i) Empty Properties

Adur District Council Additional New Homes Bonus Anticipated as a result of bringing an estimated 8 properties back into use each year

Year	Estimated Bonus Year 1 £	Estimated Bonus Year 2 £	Estimated Bonus Year 3 £	Estimated Bonus Year 4 £	Estimated Bonus Year 5 £	Total Estimated Bonus £
1	10,195	10,195	10,195	10,195	10,195	50,975
2		10,195	10,195	10,195	10,195	40,780
3			10,195	10,195	10,195	30,585
4				10,195	10,195	20,390
5					10,195	10,195
	10,195	20,390	30,585	40,780	50,975	152,925

Worthing Borough Council Additional New Homes Bonus Anticipated as a result of bringing an estimated 20 properties back into use each year

Year	Estimated Bonus Year 1 £	Estimated Bonus Year 2 £	Estimated Bonus Year 3 £	Estimated Bonus Year 4 £	Estimated Bonus Year 5 £	Total Estimated Bonus £
1	24,258	24,258	24,258	24,258	24,258	121,290
2		24,258	24,258	24,258	24,258	97,032
3			24,258	24,258	24,258	72,774
4				24,258	24,258	48,516
5						24,258
	24,258	48,516	72,774	97,032	121,290	363,870

The Councils continue to build on the working relationship with the nominated private sector letting agent that we are currently in partnership with to manage our guaranteed rent scheme. We have already achieved one of our objectives by developing a Guaranteed Rent Scheme with Northwood's letting agent. This is proving successful with 23 properties to date being referred to them and the housing options team receiving the nomination rights. There has been a growing number of empty home owners interested in the schemes and new approaches continue to be sought to promote the funding to Empty Property owners. Increasing the supply of private sector rental properties available at Local Housing Allowance levels remains a key objective.

5.0 DRAFT PROGRAMMES

5.4 Invest to save schemes

(i) Empty Properties

Close working with our Legal Team to develop and finalise the Enforced Sales Procedure is nearing fruition which will allow us to proceed with the sale of three long term empty properties, we anticipate using this procedure on further properties in the future.

A number of projects are currently underway with the YMCA, who still have HCA grant funding. The councils funding from the Empty Property Assistance Programme will see an empty run down property of over three years being renovated and bought back into occupancy as a four bed HMO nomination rights to this property will be awarded to the council for the next five years.

The Councils will continue to focus on achieving the objectives set out in the Empty Property Strategy and working with partners in the charitable sector as well as individual empty property owners to increase the supply of affordable housing as these properties are let at social rents.

The success of this initiative will be monitored to ensure that the bonus is generated as expected.

5.5 Schemes currently below programme financial cut-off

5.5.1 Both Councils are able to accommodate all the proposed schemes within their capital budgets.

5.6 Adur Housing Investment Programme

5.6.1 The estimated resources available to fund the 2015/16 HRA renovation programme of £3,205,000 are sufficient to fund all the proposed schemes. Under the new self financing regime, the HRA is in a much more sustainable position.

5.6.2 The first priority is the continued maintenance of decent homes standards for the benefit of existing tenants.

The decent homes standard requirement is that homes:-

- a) meet the current statutory minimum standard for housing
- b) are in a reasonable state of repair
- c) have reasonably modern facilities and services
- d) provide a reasonable degree of thermal comfort.

5.0 DRAFT PROGRAMMES

5.7 Overall

The following assumptions have been used in preparing the draft programmes:

- (a) Maximise use of external funding where possible, e.g. Landfill Communities Fund, Specific Grants
- (b) Continuation of Specific Grant Aided Funding for Mandatory Disabled Facilities Grants.
- (c) The proposed Capital Programme and Reserve Lists include a number of the larger planned maintenance schemes. Only schemes which meet the criteria for capital funding are included.

5.8 The following table is a summary of total resources used to fund the new schemes included in the draft programme.

Adur District Council

Programme Year	Revenue Contributions and Reserves £	Major Repairs Reserve £	Capital Grants and Contributions £	Usable Capital Receipts £	Borrowing £	TOTAL £
2015/2016						
General Fund	21,000	0	293,000	6,000	904,150	1,218,150
HRA	400,000	2,805,000	0	400,000	0	3,605,000
Total	421,000	2,805,000	293,000	406,000	904,150	4,823,150
2016/2017						
General Fund	21,000	0	293,000	6,000	2,084,700	2,404,700
HRA	400,000	2,885,000	0	400,000	0	3,685,000
Total	421,000	2,885,000	293,000	406,000	2,084,700	6,089,700
2017/2018						
General Fund	21,000	0	293,000	6,000	1,255,850	1,575,850
HRA	400,000	2,970,000	0	400,000	0	3,770,000
Total	421,000	2,970,000	293,000	406,000	1,255,850	5,345,850
TOTAL						
General Fund	63,000	0	879,000	18,000	4,238,700	5,198,700
HRA	1,200,000	8,660,000	0	1,200,000	0	11,060,000
GRAND TOTAL	1,263,000	8,660,000	879,000	1,218,000	4,238,700	16,258,700

5.0 DRAFT PROGRAMMES

5.9 Members will note that the total planned new spending over the next three years, is £16,258,700. The table above indicates how this proposed programme will be financed.

5.10 Worthing Borough Council

Programme Year	Revenue Contributions and Reserves	Capital Grants and Contributions	Theatres Levy/ Leisure Facilities Trust	Usable Capital Receipts	Borrowing	TOTAL
	£	£	£	£	£	£
2015/2016 General Fund	350,000	968,000	276,200	225,000	1,500,000	3,319,200
2016/2017 General Fund	50,000	580,000	440,500	500,000	2,881,200	4,451,700
2017/2018 General Fund	50,000	580,000	314,000	500,000	1,398,550	2,842,550
GRAND TOTAL	450,000	2,128,000	1,030,700	1,225,000	5,779,750	10,613,450

5.11 Members will note that the total planned new spending over the next three years, is £10,613,450. The table above indicates how this proposed programme will be financed.

6.0 REVENUE IMPLICATIONS

6.1 The revenue implications (excluding the revenue impact of financing the Capital Investment Programme) of all the capital projects in the draft programmes are shown in last column of appendices 2 and 3. An assessment of the revenue implications of the planned programme has already been built into the Medium Term Financial Plan. This has already been recognised as a genuine expenditure within the overall revenue budget. There is, of course, no obligation to spend merely because resources are available. In considering the merits of any capital investment proposal, the opportunity cost of using the resources, the revenue cost associated with any borrowing and the interest earnings foregone by utilising capital receipts and reserves, require full consideration.

6.0 REVENUE IMPLICATIONS

6.2 The full year revenue impact of financing the capital programme is shown below:-

Adur District Council

Programme Year	Revenue Impact		Cumulative		Full-Year Impact in
	General Fund £	HRA £	General Fund £	HRA £	
2015/2016	97,088	5,880	97,088	5,880	2016/2017
2016/2017	225,236	5,880	322,324	11,760	2017/2018
2017/2018	135,720	5,880	458,044	17,640	2018/2019

Worthing Borough Council

Programme Year	Revenue Impact		Cumulative		Full-Year Impact in
	Borrowing £	Capital Receipts £	Borrowing £	Capital Receipts £	
2015/2016	162,000	3,308	162,000	3,308	2016/2017
2016/2017	311,170	7,350	473,170	10,658	2017/2018
2017/2018	151,043	7,350	624,213	18,008	2018/2019

The above figures, for both councils, do not include any other direct revenue implications, which could be either positive or negative, depending on the particular schemes. The draft programmes show the other on-going annual running costs of servicing and maintaining the proposed schemes and savings generated from the capital investment.

7.0 PRUDENTIAL INDICATORS

7.1 Part of the core process for the Prudential Code is for Members to set Prudential Indicators against which the performance of the Capital Investment Programme and Treasury Management can be measured and monitored throughout the year. These indicators will be calculated once the programme has been fixed and reported to the Cabinet as part of the Revenue Budget report.

8.0 EQUALITIES IMPACT ASSESSMENT

8.1 Individual schemes within the three proposed capital programmes have been subjected to equalities impact assessment. Schemes which have a positive impact on equalities include:

- Affordable housing schemes – Schemes are targeted at the most vulnerable;
- Disability Discrimination Act - Works to improve accessibility of Council buildings;
- Disabled Facilities Grants – Improvements and adaptations to private housing to meet specific needs;
- Home Repair Assistance Grants – Grants to enable those in need to stay in their homes;
- Resurfacing of hard surfaces – Provides an improved surface for wheelchair users and other people with reduced mobility;
- Parks – Replacement of play area and outdoor fitness equipment which is designed to be more accessible and inclusive;
- Car Parks – Replacement of payment equipment and signage which will be simpler and clearer to use for the visually impaired. The new pay machines will also be lower which will be more accessible. Renewal and upgrading of existing defective Multi Storey CCTV will provide safer places for the vulnerable members of the public to park. Upgrade and renewal of car park lifts will provide a more reliable disabled access to the upper storeys.
- ICT Hardware Replacement Programme – Provision of special keyboards and screens where required;
- Empty Property Grants – Increase the supply of affordable housing in the locality.
- Public Conveniences – Upgraded and new facilities include DDA improvements and facilities.

There will be no negative equalities and diversity outcomes arising from the proposed programmes.

9.0 LEGAL

9.1 Part 1 of the Local Government Act, 2003 sets out the framework for capital finance and expenditure.

9.2 The Local Government (Capital Finance and Accounting) (England) Regulations 2003 provide more detailed requirements.

9.0 LEGAL

- 9.3 Section 111 of the Local Government Act, 1972 allows the Council to do anything which is intended to facilitate or is conducive to or ancillary to any of its functions.

10.0 CONCLUSION

- 10.1 Whilst both Councils have only limited resources with which to fund the capital programme, it has been possible to provide for a modest programme of £1.0m for Adur District Council, £1.5m for Worthing Borough Council each year and £3.6m for Adur Homes. Both Councils have insufficient capital resources available to meet all of the identified demands for capital investment over the next three years, and therefore some schemes must remain on the respective Reserve List.
- 10.2 The implication of this restriction in capital investment is that some maintenance needs are not currently being met. Both Councils will need to continue to critically review their asset base over the coming years with a view to retaining a sustainable level of assets to support service delivery.
- 10.3 The continuing constraints on the availability of capital resources in the medium to long term and the direct impact on the revenue budget leaves little room for manoeuvre. Work needs to commence now to ensure sufficient resources are available to both Councils to provide adequate funds for financing the respective Capital Investment Programmes from 2015/2016 onwards. In any event, the revenue consequences of spending scarce resources must always be borne in mind in judging the merits of any capital investment proposal.

11.0 RECOMMENDATIONS

11.1 The Joint Strategic Committee is recommended to:

- (a) Consider the three General Fund Capital Investment Programmes for the three-year period 2015/2016 to 2017/2018 and confirm the schemes to be included as detailed in Appendix 2, 3 and 4;**
- (b) Agree the Adur Housing Renovation Programme for the three-year period 2015/2016 to 2017/2018 as detailed at Appendix 5;**
- (c) Agree the amendments and additions to the reserve lists as detailed in Appendices 6 and 7;**
- (d) Recommend the 3 Year Programmes for approval by the respective Councils on the 19th December 2014 and 17th December 2014**

Local Government Act 1972

Background Papers:

CIPFA Prudential Code for Capital Finance in Local Government 2003

Capital Estimates 2015/16 – Working papers

Capital Strategy – Report to Joint Strategic Committee on 22nd July 2014

Outline Forecast 2015/16- 2019/20 Budget Strategy - Report to Joint Strategic Committee on 22nd July 2014

Contact Officer:

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SCHEDULE OF OTHER MATTERS

1.0 COUNCIL PRIORITY

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

2.0 SPECIFIC ACTION PLANS

2.1 Matters considered and no issues identified.

3.0 SUSTAINABILITY ISSUES

3.1 Matter considered and no issues identified

4.0 EQUALITY ISSUES

4.1 The capital programme prioritisation model awards points for capital project proposals that address DDA requirements and reduce inequalities (see para. 7).

5.0 COMMUNITY SAFETY ISSUES (SECTION 17)

5.1 Matter considered and no issues identified

6.0 HUMAN RIGHTS ISSUES

6.1 Matter considered and no issues identified

7.0 REPUTATION

7.1 Matter considered and no issues identified

8.0 CONSULTATIONS

8.1 Matter considered and no issues identified

9.0 RISK ASSESSMENT

9.1 Matter considered and no issues identified

10.0 HEALTH AND SAFETY ISSUES

10.1 Matter considered and no issues identified

11.0 PROCUREMENT STRATEGY

11.1 Matter considered and no issues identified

12.0 PARTNERSHIP WORKING

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

CAPITAL PRIORITISATION SYSTEM

STAGE 1: INITIAL PRIORITISATION

Category	Criteria	Points
A	Minimum works required to prevent the Council failing in its statutory duty (e.g. DDA) Or	20
A	There is a mandatory legal requirement to provide the service, the proposed scheme enables the service to be provided and that obligation cannot be met in any other way	20
B	Essential works are required to avoid serious long-term financial, operational or service consequences Or	15
B	There is a demonstrable, priority need to replace the asset/ service on an essentially like for like basis (save for improvements in technology) as the existing asset is at the end of its useful life	15
C	Other schemes, which meet the Councils priorities as laid out in Service Plans, Local Area Agreements, Community Strategy Priority Action Plans or the Councils' plans	10
D	There is an expectation by the Government that the Council should undertake a particular course although it may not be currently statutory and there is a likelihood of some form of sanction being applied against the Council if that expectation is not met.	5

STAGE 2: CRITERIA FOR ADDING / DEDUCTING ADDITIONAL POINTS

Category	Criteria
E	Council Priorities: Add 1 point for each point achieved from each priority (max. 14)

STAGE 2: CRITERIA FOR ADDING / DEDUCTING ADDITIONAL POINTS (continued)

Category	Criteria
P1	Supporting and improving the local economy <ol style="list-style-type: none"> 1) Promote and support projects and ideas that attract new and retain existing businesses, and generate investment in the area 2) Enable new homes to be built to help meet the housing needs of our communities 3) Support high quality developments
P2	Protecting front line services <ol style="list-style-type: none"> 1) Provide and develop customer driven cost effective services 2) Fulfil statutory obligations for delivery of front line services 3) Adopt more sustainable ways of delivering services
P3	A mixed economy of partnership working <ol style="list-style-type: none"> 1) Work actively together in partnership to deliver cost effective services whilst retaining separate identities and seek to extend partnerships with others 2) Work more closely with and commission our communities, the voluntary sector, public organisations, business and commercial sectors to: <ul style="list-style-type: none"> • Develop and deliver services • Reduce crime, fear of crime, antisocial behaviour and support the Early and Family Intervention projects • Deliver interventions that improve the health of our communities

STAGE 2: CRITERIA FOR ADDING / DEDUCTING ADDITIONAL POINTS (continued)

Category	Criteria
P4	<p>Ensuring value for money and low Council Tax</p> <ol style="list-style-type: none"> 1) Keep council tax increases low 2) Generate financial capital, increase income and seek external funding sources 3) Drive continual improvement and efficiencies in services particularly in procurement and contract management 4) Reduce costs through 'Digital by Default' – getting more transactions online to ensure access to services is straightforward and convenient to the customer
F	<p>Revenue Implications: Add Points – 1 point per £2,000</p> <ul style="list-style-type: none"> • Additional revenue income as measured over asset life, after payment of running costs OR • Projects result in a reduction in the revenue budget from date of completion • Any project whose annual saving exceeds the costs of borrowing over the life of the acquisition by 10% or more will gain automatic approval under invest to save principles, subject to approval by the Executive Head of Financial Services and ratification by JSC
G	<p>Deduct Points – 1 point per £2,000</p> <ul style="list-style-type: none"> • Additional annual operation costs OR • The project results in increased net revenue costs
H	<p>Condition Survey – Categories within our Asset Management Plan</p> <ol style="list-style-type: none"> 1) Good – Performing as intended and operating effectively (0 points) 2) Satisfactory – Performing as intended, but exhibiting minor deterioration (0 points)

STAGE 2: CRITERIA FOR ADDING/DEDUCTING ADDITIONAL POINTS (continued)

Category	Criteria
H	<p>Condition Survey – Categories within our Asset Management Plan (continued)</p> <p>3) Poor – Exhibiting major defects and/or not operating as intended (1 point)</p> <p>4) Bad – Life expired and/or serious risk of imminent failure (5 points) (The Condition must be agreed with Technical Services, Helen Buck or Bryan Curtis, before adding points). Finance will seek validation of any points awarded here</p>
I	<p>Equipment/Vehicle Condition Survey</p> <p>1) Good – Performing as intended and operating effectively (0 points)</p> <p>2) Satisfactory – Performing as intended, but exhibiting minor deterioration (0 points)</p> <p>3) Poor – Exhibiting major defects and/or not operating as intended (1 point)</p> <p>4) Bad – Life expired and/or serious risk of imminent failure and non-replacement will have serious operational consequences (5 points)</p>
J	<p>Equalities Impact Assessment - Add 5 points or 1 point</p> <p>Score 5 points where the objective of the scheme is to improve equalities e.g. DDA schemes, or score 1 point for schemes which contribute to equalities, e.g. access improvements</p> <p>1) How will the proposed project improve Equality and Diversity in the area?</p> <p>2) Who will benefit from this project? Is there likely to be a positive impact on specific equality groups (whether or not they are intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will have no particular effect on any group.</p> <p>3) Is there likely to be an adverse impact on one or more equality groups as a result of this scheme? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”?</p> <p>4) Is the impact of the scheme – whether positive or negative – significant enough to warrant a more detailed assessment (Stage 2 – see guidance)? If not will there be monitoring and review to assess the impact over a period of time? Give reasons for your answer and any steps you are taking to address particular issues, including any consultation with staff or external groups/agencies</p>
K	<p>Improvement/Betterment - Add 1 point</p> <p>Improvement beyond essential requirement to existing services, work to improve the level of service where there is a proven need and demonstrable benefit. This includes results of Business Transformation or Service Reviews</p>

STAGE 2: CRITERIA FOR ADDING/DEDUCTING ADDITIONAL POINTS (continued)

Category	Criteria
L	<p>Health & Safety (non statutory) – Points 0 - 5</p> <p>Relating to Council property, the project is considered necessary for the health and safety of the Council's employees or the general public and has been agreed with the Corporate Health & Safety Officer:</p> <p>No Risk - 0 points Low Risk - 1 point Medium Risk - 3 points High Risk - 5 points</p>
M	<p>Risk Register</p> <p>If the scheme's risks are on the Corporate Risk Register the points to be awarded are Very High Risk 5 points, High Risk 4 points, Medium Risk 3 points, and Low Risk 1 Point. Finance will seek validation of any points awarded here</p>
N	<p>Partnership working – Add 5 points</p> <p>Projects that involve partnership working where the partner contributes to the completion of the scheme, rather than just benefits from the outcome. This could be funding, in-kind work or involvement in the design process which has a direct affect on the final project</p> <p>Examples would be community involvement, WSCC schemes, "Better Together" (Coastal West Sussex Partnership) and the police. Full details of all partners involved and their contribution to the scheme must be provided</p>
O	<p>Match Funding / External Funding</p> <p>Utilisation of Council resources – the higher the percentage of funding expected from the Local authority, the less points can be awarded: This has an individual ranking Matrix – please see below:</p>
External Funding % received	
<div>0.1% - 24%</div> <div>25% - 49%</div> <div>50% - 65%</div> <div>66% - 75%</div> <div>76% - 89%</div> <div>90% - 99%</div> <div>100%</div>	
Points to be added	
<div>1</div> <div>2</div> <div>3</div> <div>5</div> <div>7</div> <div>10</div> <div>10 or Automatic Approval **</div>	

STAGE 2: CRITERIA FOR ADDING/DEDUCTING ADDITIONAL POINTS (continued)

Category	Criteria
O**	Automatic approval is subject to the scheme contributing to the Council's aims, and future financial revenue implications being accommodated with the Council's overall revenue budget. All external funding must be confirmed by source before scheme is included in the Adur or Worthing Capital Investment Programme
P	Consultation – points to be determined by Members (up to 5 points in total) Projects that are important for community/political reasons following consultation

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
"INVEST TO SAVE" SCHEMES										
1	Empty Properties - Grants and loans towards works to bring empty properties back into use (Scheme funded from additional New Homes Bonus based on number of empty properties brought back into use. See report for details)		GC	EB/NB	-	21,000	21,000	21,000	63,000	See report for anticipated additional income
Total Invest to Save Schemes:					-	21,000	21,000	21,000	63,000	-
SCHEMES FUNDED FROM RING FENCED FUNDING										
ICT Partnership Ring-Fenced Funding										
2P	Corporate ICT hardware and infrastructure replacement programme (Partnership scheme with Worthing Borough Council. Replacement PCs, laptops, servers and ICT infrastructure, etc.)		MG	EB/NB	47,000	47,000	47,000	47,000	141,000	-
3P	CenSus Partnership ICT Schemes (Partnership schemes with CenSus partners)		MG	EB/NB	75,000	75,000	75,000	75,000	225,000	-
Total ICT Ring-Fenced Schemes:					122,000	122,000	122,000	122,000	366,000	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.)										
<i>Digital Strategy Ring Fenced Funding - (£105,750 2015/16)</i>										
4P	ICT - Electronic Document Records Management (Partnership scheme with Worthing Borough Council. Total cost £10,000. Purchase of licences for browser searching and additional scanners)		CS	NB	4,700	4,700	-	-	4,700	-
5P	Digital Strategy General Provision (Partnership scheme with Worthing Borough Council. Total provision £215,000 to facilitate delivery of the digital strategy)		PB	NB	101,050	101,050	-	-	101,050	-
Total Digital Strategy Schemes:					105,750	105,750	0	0	105,750	-
<i>Partnership Ring Fenced Funding - (£200,000 2015/16)</i>										
6P *	Refuse/Recycling/Street Cleansing/ Compliance Service - Replacement of vehicles (Partnership scheme with Worthing Borough Council. Total cost £4,135,000. Year 1 replacement of one street cleansing vehicle which is predominately used for the bulky domestic waste service)		AN	EB/NB	18,020	18,020	1,140,920	353,670	1,512,610	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

<div>Bid No.</div> <div>Description</div>		<div>Priority Score Prior to Member Consideration</div>	<div>Lead Officer</div>	<div>Existing Bids in CIP/New Bids</div>	<div>Council Resources Funding 2015/16 £</div>	BUDGET PER YEAR			<div>Total Budget £</div>	<div>Annual Revenue Implications £</div>
						<div>2015/16 £</div>	<div>2016/17 £</div>	<div>2017/18 £</div>		
<div>SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.)</div> <div>Partnership Ring Fenced Funding - (£200,000 2015/16) (Cont.)</div>										
7P	<div>Refuse and Recycling Service - Wheeled bin replacements</div> <div>(Partnership scheme with Worthing Borough Council. Total cost £20,000 p.a.)</div>		TP	EB/NB	7,280	7,280	7,280	7,280	21,840	-
8P	<div>Environmental Health Service - Vehicle replacements</div> <div>(Partnership scheme with Worthing Borough Council. Year 1 is for the replacement of one Dog Wardens Van. Total cost £18,000. The current vehicle is on extended secondary lease with increasing repair costs. The replacement will be a smaller vehicle)</div>		AN	EB/NB	9,000	9,000	12,500	-	21,500	Leasing savings TBA
9P	<div>Grounds Maintenance Service - Vehicle replacements</div> <div>(Partnership scheme with Worthing Borough Council. Year 1 total cost £46,000 for the replacement of two 3.5 tonne tipper vehicles for use in the Councils' parks and open spaces. Both vehicles are nearing the end of their useful lives and both downtime and maintenance costs are increasing)</div>		AN	NB	18,400	18,400	-	9,400	27,800	Leasing savings TBA

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.)										
Partnership Ring Fenced Funding - (£200,000 2015/16) (Cont.)										
10P	Courier Service - Vehicle replacement (Partnership scheme with Worthing Borough Council. Total cost £17,500. The bid is to replace the existing vehicle, which is now 10 years old and has increasing repair costs, with a zero emission electric van)		AN	NB	7,000	7,000	-	-	7,000	Leasing savings TBA
11P	Grounds Maintenance Service - Machinery replacements (Partnership scheme with Worthing Borough Council. Total cost £90,500. The bid is to replace one ride on mower and one tractor. The ride on mower is over 20 years old and the tractor is over 12 years old and both are becoming unreliable with increasing maintenance costs)		AN	NB	36,200	36,200	-	-	36,200	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.)										
Partnership Ring Fenced Funding - (£200,000 2015/16) (Cont.)										
12P	Grounds Maintenance - Provision of a storage building at Commerce Way (Partnership scheme with Worthing Borough Council. Construction of a modular storage facility with solar panels to safely store equipment and vehicles which are currently left out in the open. Total cost £250,000 funded 40% Adur District Council and 60% Worthing Borough Council. Funding of £176,000 was included in the 2014/2015 Capital Investment Programme. However, additional design elements are now required and further funding is requested. The solar panels should generate £80,000 over the next 10 years which should repay part of the capital outlay)		HB	EB	29,600	29,600	-	-	29,600	Energy savings anticipated from solar panels
Total Partnership Schemes:					125,500	125,500	1,160,700	370,350	1,656,550	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND										
13	Housing Renewal Assistance - Mandatory Disabled Facilities Grants (Part funded from a grant of £293,000 from West Sussex County Council Better Care Fund)	49	GC	EB/NB	57,000	350,000	350,000	350,000	1,050,000	-
14	Affordable Housing - Local Authority Social Housing Grant (Grants to Registered Social Landlords to provide affordable housing. Budget provision in 2014/15 of £810,000 has been reprofiled to 2015/16 as no schemes have been identified for funding to date)	44	ADJ	EB/NB	-	-	500,000	500,000	1,000,000	-
15	Housing Renewal Assistance - Discretionary Home Repair Assistance Grants	39	GC	EB/NB	50,000	50,000	50,000	50,000	150,000	-
16	Play Areas Improvements (Year 1 Provision of a junior play area at Fishersgate Recreation Ground)	39	WB	EB/NB	75,000	75,000	60,000	60,000	195,000	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
17	Disability Discrimination Act Improvements - Rolling programme of improvements to Council buildings	38	HB	EB/NB	16,500	16,500	16,500	16,500	49,500	-
18	Provision for the removal and management of asbestos from Council properties	37	HB	EB/NB	40,000	40,000	11,000	11,000	62,000	-
19	Town Centres and Street Scene - Improvements to the visual quality of the town centres and street scene in Adur District	34	DS	EB/NB	50,000	50,000	50,000	50,000	150,000	-
20	Southwick Leisure Centre - Replacement of defective boilers (A building condition survey undertaken in 2013 revealed that the existing boiler is of incorrect specification and sizing and failure will occur if a replacement is not carried out)	33	HB	NB	96,000	96,000	-	-	96,000	-
21	Allotment Improvements - Year 1 Williams Road (Refurbishment of tenant sheds and resurfacing of roads and footpaths)	29	WB	NB	26,400	26,400	16,500	-	42,900	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
22	Parks and Open Spaces - Provision of outdoor fitness equipment (Year 1 Sompting Recreation Ground)	28	WB	NB	22,000	22,000	22,000	-	44,000	-
23	Parks and Open Spaces - Traveller exclusion measures (Provision of bunds, ditches, height barriers, gates, etc. to reduce incursions on to Council land. Savings anticipated in the revenue budget and in officer time from reduction in number of incursions)	26	AE	EB/NB	60,000	60,000	-	-	60,000	-
24	Operational Vehicles - Street Scene replacement of 1 vehicle (This vehicle is 10 years old and is showing signs of excessive body corrosion and repair costs are becoming unsustainable)	26	AN	EB	33,000	33,000	-	-	33,000	-
Total General Fund Schemes:					525,900	818,900	1,076,000	1,037,500	2,932,400	-
Contingency @ 2.5% of £1m					25,000	25,000	25,000	25,000	75,000	-
TOTAL PROPOSED CAPITAL BUDGET:					904,150	1,218,150	2,404,700	1,575,850	5,198,700	-

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		

The following schemes fell below the cut off for inclusion in Years 2 and 3 of the Capital Programme and will be added to the Reserve List, but could be included in the Capital Programme if Councillors choose:

25	Allotment Improvements (Rolling programme to resurface roads and footpaths)	29	WB	NB	-	-	-	16,500	16,500	-
26	Parks and Open Spaces - Provision of outdoor fitness equipment (Year 1 Sompting Recreation Ground)	28	WB	NB	-	-	-	22,000	22,000	-
27	Parks and Open Spaces - Traveller exclusion measures (Provision of bunds, ditches, height barriers, gates, etc. to reduce incursions on to Council land. Savings anticipated in the revenue budget and in officer time from reduction in number of incursions)	26	AE	EB	-	-	16,500	16,500	33,000	-

Adur District Council

SUMMARY OF BIDS SUBMITTED FOR THE ADUR CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
FUNDING OF PROPOSED CAPITAL PROGRAMME										
	Capital Grants and Contributions				-	293,000	293,000	293,000	879,000	
	Funding for Refuse/Recycling Fleet Partnership Vehicle Replacements				-	-	1,108,380	281,370	1,389,750	
	Revenue Contributions/Reserves New Homes Bonus				-	21,000	21,000	21,000	63,000	
	Capital Receipts/Prudential Borrowing				904,150	904,150	982,320	980,480	2,866,950	
TOTAL FUNDING FOR PROPOSED BUDGET:					904,150	1,218,150	2,404,700	1,575,850	5,198,700	

P Partnership Schemes with Worthing Borough Council

- * The phasing of the new refuse/recycling vehicles may be affected by new regulations governing recycling, and any changes to the proposed programme will be reported to the Joint Strategic Committee in due course

Lead Officers:

ADJ	Arjan De Jong	Housing Strategy and Enabling Officer
AE	Andy Edwards	Parks and Foreshore Manager
AN	Andy Northeast	Recycling and Waste Management Transport Manager
CS	Carol Stephenson	Partnership and Business Support Manager
DS	David Steadman	Adur Town Centres and Street Scene Co-ordinator
GC	Gary Cushing	Environmental Health Manager
HB	Helen Buck	Surveying and Design Services Manager
MG	Mark Gawley	ICT Services Manager
TP	Tony Patching	Recycling and Waste Management Office Manager
WB	William Boyd	Support Services Manager, Technical Services

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

<div>Bid No.</div> <div>Description</div>		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
"INVEST TO SAVE" SCHEMES										
1	<div>Empty Properties - Grants and loans towards works to bring empty properties back into use</div> <div>(Scheme funded from additional New Homes Bonus based on number of empty properties brought back into use. See report for details)</div>		GC	EB/NB	-	50,000	50,000	50,000	150,000	See report for anticipated additional income
Total Invest to Save Schemes:					-	50,000	50,000	50,000	150,000	-
SCHEMES FUNDED FROM RING FENCED FUNDING										
ICT Partnership Ring-Fenced Funding										
2P	<div>Corporate ICT hardware and infrastructure replacement programme</div> <div>(Partnership scheme with Adur District Council. Replacement PCs, laptops, servers and ICT infrastructure, etc.)</div>		MG	EB/NB	53,000	53,000	53,000	53,000	159,000	-
3P	<div>CenSus Partnership ICT Schemes</div> <div>(Partnership schemes with CenSus partners)</div>		MG	EB/NB	75,000	75,000	75,000	75,000	225,000	-
Total ICT Ring-Fenced Schemes:					128,000	128,000	128,000	128,000	384,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

<div>Bid No.</div> <div>Description</div>		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.) <i>Digital Strategy Ring Fenced Funding - (£119,250 2015/16)</i>										
4P	ICT - Electronic Document Records Management (Partnership scheme with Adur District Council. Total cost £10,000 for purchases of licences for browser searching and additional scanners)		CS	NB	5,300	5,300	-	-	5,300	-
5P	Digital Strategy General Provision (Partnership scheme with Adur District Council. Total provision £215,000 to facilitate delivery of the digital strategy)		PB	NB	113,950	113,950	-	-	113,950	-
Total Digital Strategy Schemes:					119,250	119,250	0	0	119,250	-
<i>Partnership Ring Fenced Funding - (£300,000 2015/16)</i> 6P * Refuse/Recycling/Street Cleansing/ Compliance Service - Replacement of vehicles (Partnership scheme with Adur District Council. Total cost £4,135,000. Year 1 replacement of one street cleansing vehicle which is predominately used for the bulky domestic waste service)			AN	EB/NB	31,480	31,480	1,988,080	602,830	2,622,390	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

<div>Bid No.</div> <div>Description</div>		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.) <i>Partnership Ring Fenced Funding - (£300,000 2015/16) (Cont.)</i>										
7P	Refuse and Recycling Service - Wheeled bin replacements (Partnership scheme with Adur District Council. Total cost £20,000 p.a.)		TP	EB/NB	12,720	12,720	12,720	12,720	38,160	-
8P	Environmental Health Service - Vehicle replacements (Partnership scheme with Adur District Council. Year 1 replacement of one Dog Wardens Van, total cost £18,000. The current vehicle is on extended secondary lease with increasing repair costs. The replacement vehicle will be a smaller vehicle)		AN	EB/NB	9,000	9,000	12,500	-	21,500	Leasing savings TBA
9P	Grounds Maintenance Service - Vehicle replacements (Partnership scheme with Adur District Council. Year 1 total cost £46,000 for the replacement of two 3.5 tonne tipper vehicles for use in the Councils' parks and open spaces. Both vehicles are nearing the end of their useful lives and both downtime and maintenance costs are increasing)		AN	NB	27,600	27,600	-	14,100	41,700	Leasing savings TBA

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.)										
Partnership Ring Fenced Funding - (£300,000 2015/16) (Cont.)										
10P	Courier Service - Vehicle replacement (Partnership scheme with Adur District Council. Total cost £17,500. The bid is to replace the existing vehicle, which is now 10 years old and has increasing repair costs, with a zero emission electric van)		AN	NB	10,500	10,500	-	-	10,500	Leasing savings TBA
11P	Grounds Maintenance Service - Machinery replacements (Partnership scheme with Adur District Council. Total cost £90,500. The bid is to replace one ride on mower and one tractor. The ride on mower is over 20 years old and the tractor is over 12 years old and both are becoming unreliable with increasing maintenance costs)		AN	NB	54,300	54,300	-	-	54,300	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

<div>Bid No.</div> <div>Description</div>		<div>Priority Score Prior to Member Consideration</div>	<div>Lead Officer</div>	<div>Existing Bids in CIP/New Bids</div>	<div>Council Resources Funding 2015/16 £</div>	BUDGET PER YEAR			<div>Total Budget £</div>	<div>Annual Revenue Implications £</div>
						<div>2015/16 £</div>	<div>2016/17 £</div>	<div>2017/18 £</div>		
<div>SCHEMES FUNDED FROM RING FENCED FUNDING (Cont.)</div> <div>Partnership Ring Fenced Funding - (£300,000 2015/16) (Cont.)</div> <div>12P Grounds Maintenance - Provision of a storage building at Commerce Way</div> <div>(Partnership scheme with Adur District Council. Construction of a modular storage facility with solar panels to safely store equipment and vehicles which are currently left out in the open. Total cost £250,000 funded 40% Adur District Council and 60% Worthing Borough Council. Funding of £176,000 was included in the 2014/2015 Capital Investment Programme. However, additional design elements are now required and further funding is requested. The solar panels should generate £80,000 over the next 10 years which should repay part of the capital outlay)</div>			HB	EB	44,400	44,400	-	-	44,400	Energy savings anticipated from solar panels
Total Partnership Schemes:					190,000	190,000	2,013,300	629,650	2,832,950	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND										
13	Field Place Car Park Extension (Increase the number of car parking spaces by 60 by extending the south car park on to current bowling green to the east. The work is essential to increase the capacity in the Barn for functions and corporate events. It is estimated that income will increase by £10,000 per annum if this work is undertaken. Works to be funded from a Leisure Facilities investment under the new Trust arrangements)	129	DA	NB	-	132,000	-	-	132,000	(10,000)
14	Field Place Tennis Courts - Resurfacing of surfaces (Income is anticipated to increase if this work is undertaken as a new surface would allow the courts to be used during wet weather for ball sports, e.g. netball and basket ball. Works to be funded from a Leisure Facilities investment under the new Trust arrangements)	62	DA	NB	-	-	165,000	-	165,000	(3,500)
15	Worthing Theatres - Capital improvements funded from the Restoration Levy to be agreed with Cabinet Member (Schemes to be undertaken are under discussion with the Director)	49	AO	EB/NB	-	10,000	50,000	50,000	110,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
16	Homefield Park - Skate Park Improvements (Total cost £165,000. £77,000 c/f from 2014/2015. Proposed works include an improved surface and the provision of a range of features/ ramps to encourage a wider range of users. An external funding bid for £65,000 is to be submitted to Sport England which will be topped up by S106 funding. If the external funding bid is unsuccessful all the works will be funded from S106 receipts)	47	AE	NB	-	88,000	-	-	88,000	-
17	Housing Renewal Assistance - Mandatory Disabled Facilities Grants (Part funded from a grant of £550,000 from West Sussex County Council Better Care Fund)	47	GC	EB/NB	200,000	750,000	750,000	750,000	2,250,000	-
18	Affordable Housing - Local Authority Social Housing Grant (Grants to Registered Social Landlords to provide affordable housing. Yr 1 funded from S106)	44	ADJ	EB/NB	-	300,000	500,000	500,000	1,300,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
33	Ritz Cinema - Renewal of slate roof (The existing roof has reached the end of its useful life and repairs are not sustainable. Funded from Theatres Levy)	42	HB	EB	-	71,500	-	-	71,500	-
19	Play Areas Improvements (Year 1 The Gallops Open Space. The construction of a new, modern, exciting and challenging play area for children up to 12 years of age. £30,000 funded from S106 receipts)	41	WB	EB/NB	73,900	103,900	103,900	103,900	311,700	-
20	Brooklands Park - Replacement of Par 3 Club House (The building is sinking and the floor lists, and a total refurbishment is required. The proposal is to demolish the current building and use the capital receipt generated from the EON Windfarm finance lease to build a new Club House)	41	AE	NB	-	225,000	-	-	225,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
21	Worthing Leisure Centre - Renewal of glazing in the nursery and café area (The existing glazing is defective and badly deteriorated, allowing weather to penetrate and reducing energy efficiency. Works to be funded through a Leisure Facilities investment rather than a capital bid for Council Resources)	40	HB	NB	-	38,500	-	-	38,500	-
22	Housing Renewal Assistance - Discretionary Home Repair Assistance Grants	39	GC	EB/NB	75,000	75,000	75,000	75,000	225,000	-
23	Disability Discrimination Act Improvements - Rolling programme of improvements to Council buildings	38	HB	EB/NB	22,000	22,000	22,000	22,000	66,000	-
24	Homefield Park - Installation of new public conveniences to replace the original amenity which has been demolished	38	HB	NB	-	-	99,000	-	99,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
25	Lyndhurst Road (West) Surface Car Park - Increased parking (The proposed works extend the parking facilities on to the tennis court areas and include fencing, lighting and drainage improvements. The works would enable further discussions to be held with Western Sussex Hospitals NHS Trust regarding a future partnership which would substantially increase income from this site)	38	MA	NB	275,000	275,000	-	-	275,000	-
26	Worthing Surface Car Parks - Replace pay and display equipment (The pay equipment needs to be replaced at all sites as the equipment is unreliable with an increased risk of complete failure due to non availability of parts)	38	MA	NB	72,350	72,350	-	-	72,350	-
27	Provision for the removal and management of asbestos from Council properties	37	HB	EB/NB	16,500	16,500	16,500	16,500	49,500	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
28	Field Place Main House - Renewal of asphalt roof (Repairs are now unsustainable with potential rain penetration. Works to be funded from a Leisure Facilities Investment under the new Trust)	37	HB	NB	-	24,200	-	-	24,200	-
29	Worthing Leisure Centre - Complete electrical rewire of centre (The electrics will require upgrading to comply with current regulations. Works to be funded from a Leisure Facilities investment under the new Trust arrangements)	36	HB	NB	-	-	-	264,000	264,000	-
30	Multi Storey Car Parks - Renewal of CCTV (The existing system is defective as areas of the car parks are not covered by CCTV. Repairs are costly and unsustainable as parts become obsolete)	34	HB	EB	99,000	99,000	-	-	99,000	-
31	Boundary Signs - Replace signs on main entry routes into Worthing (Replacement of existing boundary signs and additional signs on the A27)	33	CM	NB	42,000	42,000	-	-	42,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No. Description		Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
32	Worthing Leisure Centre - Renewal of flat roof areas (A recent building condition survey has highlighted that the flat roof areas will require replacement in 2016/2017. Works to be funded from a Leisure Facilities investment under the new Trust arrangements)	33	HB	NB	-	-	225,500	-	225,500	-
34	Broadwater Green - Replacement cricket practice net (The current net is beyond repair and is no longer in use)	30	AE	NB	16,500	16,500	-	-	16,500	-
35	Durrington Cemetery - Extension of burial space (The available burial space will be exhausted in the next 12 months. This scheme has been phased to provide burial spaces for the next 30-35 years. Phase 1 in 2015/2016 will extend the cemetery. Phase 2 in 2018/2019 will complete the road network and associated landscaping works)	30	AE	EB	-	300,000	-	-	300,000	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
36	Grafton MSCP - Renewal of lifts (The lifts are coming to the end of their useful lives and their replacements need to be scheduled into the capital investment programme before parts become obsolete and the lifts become irreparable)	30	HB	NB	-	-	209,000	-	209,000	-
37	High Street MSCP - Renewal of lifts (The lifts are coming to the end of their useful lives and their replacements need to be scheduled into the capital investment programme before parts become obsolete and the lifts become irreparable)	30	HB	NB	-	-	-	209,000	209,000	-
38	Parks and Open Spaces - Traveller Exclusion Measures (Provision of bunds, ditches, height barriers, gates, etc. to reduce incursions on to Council land. Savings anticipated in the revenue budget and in officer time from reduction in number of incursions)	26	AE	EB/NB	16,500	16,500	16,500	16,500	49,500	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
SCHEMES FUNDED FROM GENERAL FUND (Cont.)										
39	Crematorium - Provision of car parking surface for the overflow car park (Provision of a more suitable car parking surface to the overflow field car park to overcome the shortage of parking particularly in the winter months when there are more funerals)	24	IR	NB	126,000	126,000	-	-	126,000	-
Total General Fund Schemes:					1,034,750	2,803,950	2,232,400	2,006,900	7,043,250	-

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		
	Contingency				28,000	28,000	28,000	28,000	84,000	-
TOTAL PROPOSED CAPITAL BUDGET:					1,500,000	3,319,200	4,451,700	2,842,550	10,613,450	-
FUNDING										
	Capital Grants				-	550,000	550,000	550,000	1,650,000	
	External Funding									
	Theatres Restoration Levy				-	81,500	50,000	50,000	181,500	
	Funding for Leisure Facilities									
	Investment in new Trust				-	194,700	390,500	264,000	849,200	
	Funding for Refuse/Recycling Fleet									
	Partnership Vehicle Replacements				-	-	1,936,620	491,630	2,428,250	
	S106 Funding				-	418,000	30,000	30,000	478,000	
	Revenue Contributions/Reserves									
	New Homes Bonus				-	50,000	50,000	50,000	150,000	
	Durrington Cemetery Extension				-	300,000	-	-	300,000	
	Ring-Fenced Capital Receipts									
	EON Windfarm Finance Lease				-	225,000	-	-	225,000	
	Prudential Borrowing/Capital Receipts				1,500,000	1,500,000	1,444,580	1,406,920	4,351,500	
TOTAL FUNDING FOR PROPOSED BUDGET:					1,500,000	3,319,200	4,451,700	2,842,550	10,613,450	

SUMMARY OF BIDS SUBMITTED FOR THE WORTHING CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Bid No.	Description	Priority Score Prior to Member Consideration	Lead Officer	Existing Bids in CIP/New Bids	Council Resources Funding 2015/16 £	BUDGET PER YEAR			Total Budget £	Annual Revenue Implications £
						2015/16 £	2016/17 £	2017/18 £		

P Partnership Schemes with Adur District Council

- * The phasing of the new refuse/recycling vehicles may be affected by new regulations governing recycling, and any changes to the proposed programme will be reported to the Joint Strategic Committee in due course

Lead Officers:

AO	Amanda O'Reilly	Commercial Manager, Worthing Theatres
ADJ	Arjan De Jong	Housing Strategy and Enabling Officer
AE	Andy Edwards	Parks and Foreshore Manager
AN	Andy Northeast	Recycling and Waste Management Transport Manager
CM	Clare Mangan	Regeneration Manager
CS	Carol Stephenson	Partnership and Business Support Manager
DA	Duncan Anderson	Leisure Facilities General Manager
GC	Gary Cushing	Environmental Health Manager
HB	Helen Buck	Surveying and Design Services Manager
IR	Ian Rudkin	Registrar
MA	Mandy Ainsworth	Parking Services Manager
MG	Mark Gawley	ICT Services Manager
TP	Tony Patching	Recycling and Waste Management Office Manager
WB	William Boyd	Support Services Manager, Technical Services

ADUR AND WORTHING PARTNERSHIP CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

		Scheme	Requesting Officer	Split of Costs ADC/WBC	BUDGET REQUIRED				TOTAL BUDGET £
					2015/2016	2016/2017	2017/2018	Future	
					£	£	£	£	
1	Courier Service	Replacement of existing courier van with a zero emission electric van	Andy Northeast	40/60	£ 17,500	£ -	£ -	£ -	£ 17,500
2	Environmental Health Service	Vehicle Replacements - Two dog wardens' vans	Andy Northeast	50/50	£ 18,000	£ 25,000	£ -	£ -	£ 43,000
3	Grounds Maintenance Service	Additional funding is required for the provision of a storage building at Commerce Way, due to design changes subsequent to the capital bid submitted in 2013/2014	Helen Buck	40/60	£ 74,000	£ -	£ -	£ -	£ 74,000
4	Grounds Maintenance Service	Replacement of one ride on mower and one tractor	Andy Northeast	40/60	£ 90,500	£ -	£ -	£ -	£ 90,500
5	Grounds Maintenance Service	Vehicle Replacements - Two 3.5 tonne tipper vehicles and a transit tipper	Andy Northeast	40/60	£ 46,000	£ -	£ 23,500	£ -	£ 69,500
6	Information and Communications Technology	Corporate ICT hardware and infrastructure replacement programme	Mark Gawley	47/53	£ 100,000	£ 100,000	£ 100,000	£ -	£ 300,000
7	Information and Communications Technology	CenSus Partnership Schemes	Mark Gawley	50/50	£ 150,000	£ 150,000	£ 150,000	£ -	£ 450,000

ADUR AND WORTHING PARTNERSHIP CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

		Scheme	Requesting Officer	Split of Costs ADC/WBC	BUDGET REQUIRED				TOTAL BUDGET £
					2015/2016	2016/2017	2017/2018	Future	
					£	£	£	£	
8	Information and Communications Technology	Digital Strategy - Provision to facilitate delivery of the digital strategy	Paul Brewer	47/53	£ 215,000	£ -	£ -	£ -	£ 215,000
9	Information and Communications Technology	Electronic Document Records Management (Digital Strategy)	Carol Stephenson	47/53	£ 10,000	£ -	£ -	£ -	£ 10,000
10	Refuse/Recycling/Street Cleansing/ Compliance Service	Vehicle Replacements *	Andy Northeast	36.4/63.6 (Refuse/Recycling) 39.4/60.6 (Street Cleansing) 40/60 (Compliance)	£ 49,500	£ 3,129,000	£ 956,500	£ -	£ 4,135,000
11	Refuse and Recycling Service	Wheeled Bin Replacements	Tony Patching	36.4/63.6	£ 20,000	£ 20,000	£ 20,000	£ 20,000	£ 80,000
BUDGET REQUIRED:					£ 790,500	£ 3,424,000	£ 1,250,000	£ 20,000	£ 5,484,500

FUNDING FROM ICT RING FENCED PROVISION:	£ 250,000	£ 250,000	£ 250,000	£ -	£ 750,000
FUNDING FROM DIGITAL STRATEGY PROVISION:	£ 225,000	£ -	£ -	£ -	£ 225,000
FUNDING FROM PARTNERSHIP RING FENCED PROVISION:	£ 315,500	£ 129,000	£ 227,000	£ 20,000	£ 691,500
FUNDING FOR REPLACEMENT OF REFUSE/RECYCLING FLEET:	£ -	£ 3,045,000	£ 773,000	£ -	£ 3,818,000

* The phasing of the new refuse/recycling vehicles may be affected by new regulations governing recycling, and any changes to the proposed programme will be reported to the Joint Strategic Committee in due course

PROPOSED ADUR HOMES CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Description	Lead Officer	Existing Scheme in CIP/New Scheme	BUDGET PER YEAR			Total Budget £
			2015/16 £	2016/17 £	2017/18 £	
1 Disability Adaptations for Homes On-going programme providing access and home facilities for Council tenants with disabilities	TI	EB	260,000	270,000	280,000	810,000
2 Flat Roof Recovering/Replacement Programme Programme of works to re-cover failing roofs or those reaching the end of their designed life. Consideration is also given to improving insulation values	TI	EB	140,000	140,000	200,000	480,000
3 Re-Pointing Programme and Structural Works Essential work to keep buildings water tight and maintain the structure	TI	EB	150,000	240,000	210,000	600,000
4 Kitchen and Bathroom Improvements Refurbishment programme to meet Government decency standards	TI	EB	1,735,000	1,780,000	1,820,000	5,335,000
5 Environmental Improvements Provision of improvements to external communal areas to include estate lighting, fencing, pathways, planting, landscaping and improvements to refuse collection areas	TI	EB	20,000	30,000	30,000	80,000
6 Communal Way Refurbishments Replacement of poor or failing communal way floor coverings, health and safety upgrades, lighting door entry system replacements, stairwell door and window replacements	TI	EB	20,000	30,000	30,000	80,000
7 Pitched Roofs Recovering/Replacement Renewal of roof coverings, timber structures, chimney stacks and firewalls	TI	EB	30,000	60,000	60,000	150,000

PROPOSED ADUR HOMES CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Description	Lead Officer	Existing Scheme in CIP/New Scheme	BUDGET PER YEAR			Total Budget £
			2015/16 £	2016/17 £	2017/18 £	
8 Test and Upgrade of Electrical Circuits Improvement of electrical circuits or associated equipment to current electrical standards in homes or common areas for safety or modern day use including additional socket outlets, communal way circuits, lighting and fittings and where appropriate additional external lighting	TI	EB	10,000	15,000	15,000	40,000
9 External Joinery and Window Replacement Replacement of double glazed windows or external doors, timber frame and secondary glazed windows	TI	EB	20,000	20,000	25,000	65,000
10 Central Heating Installation Full central heating installation	TI	EB	130,000	60,000	40,000	230,000
11 Central Heating Replacements (Boilers, etc) Boilers, heating controls, gas fires or existing heating systems found to be failing or beyond repair are replaced with high efficiency boilers with improved controls where necessary	TI	EB	275,000	280,000	280,000	835,000
12 Replacement/Upgrade of Door Entry Systems Replacement of failing door entry systems and, if needed, entrance doors/locking mechanisms	TI	EB	25,000	25,000	30,000	80,000
13 Upgrade/Repair Car Park Areas and Garages Major repairs to garages, compound and car park resurfacing work, misc improvements. Lighting to HRA managed car parking areas and compounds	TI	EB	30,000	40,000	70,000	140,000

PROPOSED ADUR HOMES CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Description	Lead Officer	Existing Scheme in CIP/New Scheme	BUDGET PER YEAR			Total Budget £
			2015/16 £	2016/17 £	2017/18 £	
14 Upgrade of Remaining Sheltered Accommodation TV Aerial Systems Some sheltered accommodation blocks with older systems require replacement with full integrated reception systems	TI	EB	30,000	-	-	30,000
15 Insulation, Upgrade and Energy Related Improvements Rolling annual programme to increase levels of insulation to new standards or introduce other energy efficiency/ environmentally related measures into residents homes	TI	EB	20,000	25,000	30,000	75,000
16 Fire Safety Order Works Rolling programme of work to meet Regulatory Reform (Fire Safety) Order 2005 identified from Fire Risk Assessments	TI	EB	190,000	240,000	250,000	680,000
17 Stock Condition Survey To inform and develop future strategy and budget planning	TI	EB	60,000	30,000	-	90,000
18 Sheltered Accommodation - Community Alarms Systems Programme to replace the existing Community Alarm systems which are nearing the end of their effective life and also to replace components	TI	EB	60,000	-	-	60,000
BUDGET REQUIREMENT FOR EXISTING PROPERTY:			3,205,000	3,285,000	3,370,000	9,860,000

PROPOSED ADUR HOMES CAPITAL INVESTMENT PROGRAMME 2015/16 - 2017/18

Description	Lead Officer	Existing Scheme in CIP/New Scheme	BUDGET PER YEAR			Total Budget £
			2015/16 £	2016/17 £	2017/18 £	
19 Property Acquisitions The acquisition of former Council properties for relet by Adur Homes on secure tenancies	JM	EB/NB	400,000	400,000	400,000	1,200,000
TOTAL BUDGET REQUIREMENT:			3,605,000	3,685,000	3,770,000	11,060,000
FUNDING:						
Capital Receipts			400,000	400,000	400,000	1,200,000
HRA Development and Refurbishment of Housing Reserve			400,000	400,000	400,000	1,200,000
HRA Major Repairs Reserve			2,805,000	2,885,000	2,970,000	8,660,000
TOTAL FUNDING:			3,605,000	3,685,000	3,770,000	11,060,000

Lead Officer:

TI Tim Ivamy, Senior Building Surveyor, Adur Homes
 JM John Mitchell, Director for Communities



ADUR DISTRICT COUNCIL - CUSTOMER SERVICES

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
CENSUS ICT PARTNERSHIP CenSus ICT Partnership Schemes (Partnership schemes with CenSus Partners. Total cost £150,000) (Annual Provision)	75,000	Provision for future ICT requirements of the CenSus Partnership	Add to Reserve List
DISABLED FACILITIES GRANTS Mandatory grants for adaptations to private housing (Annual provision)	350,000	Estimate revised	Amend Reserve List
HOUSING Empty Properties - Provision of grants and loans to bring empty properties back into use (Annual provision)	21,000	Estimate revised	Amend Reserve List
LANCING LEISURE CENTRE Renewal of reception and entrance way roof coverings and associated works	15,400	Roof is beginning to deteriorate and will need replacing in future years	Add to Reserve List

ADUR DISTRICT COUNCIL - ENVIRONMENT

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
ALLOTMENTS Rolling programme to resurface roads and paths (Annual provision)	16,500	To keep roads and paths in a safe condition	Add to Reserve List
OPERATIONAL VEHICLES Provision for the replacement of vehicles for joint services 2018/2019 - 2020/2021 (Partnership scheme with Worthing Borough Council. Total cost £110,500)	44,200	Estimate revised	Amend Reserve List
Provision for the replacement of vehicles for Adur services	32,000	Provision required for the replacement of Building Services vehicles	Add to Reserve List
PARKS Play Areas - Rolling programme of replacements, upgrades and improvements to include outdoor fitness equipment (Annual provision)	82,000	Future provision for rolling programme of improvements	Add to Reserve List
REFUSE/RECYCLING/STREET CLEANSING SERVICE Provision for the replacement of vehicles for the joint service 2018/2019 - 2020/2021 (Partnership scheme with Worthing Borough Council. Total cost £234,500)	92,390	Estimate revised	Amend Reserve List



ADUR DISTRICT COUNCIL - HEALTH AND WELLBEING

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
COMMUNITY ALARM SERVICE Purchase of community alarm equipment (Annual provision)	25,000	Future equipment to be leased	Remove from Reserve List
EQUALITIES Disability Discrimination Act Improvements - Provision of minor alterations and improvements to Council properties (Annual provision)	16,500	Future provision for rolling programme of improvements	Add to Reserve List



ADUR DISTRICT COUNCIL - RESOURCES

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
INFORMATION AND COMMUNICATIONS TECHNOLOGY Corporate hardware and infrastructure replacement programme (Partnership scheme with Worthing Borough Council. Total cost £100,000) (Annual Provision)	47,000	Estimate revised in line with Capital Strategy	Amend Reserve List

WORTHING BOROUGH COUNCIL - CUSTOMER SERVICES

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
ASSEMBLY HALL Parking - Access roads parking management	16,500	Works not required following a review of Theatres improvements to be undertaken	Remove from Reserve List
Provide sales kiosk on west side of foyer backstage	N/C	Works not required following a review of Theatres improvements to be undertaken	Remove from Reserve List
CONNAUGHT THEATRE Theatre - Rebuild stage	N/C	Works not required following a review of Theatres improvements to be undertaken	Remove from Reserve List
Toilets - Refurbishment of first floor toilets	22,000	Scheme included in 2014/2015 theatres improvements programme	Remove from Reserve List
DISABLED FACILITIES GRANTS Mandatory grants for adaptations to private housing (Annual provision)	750,000	Provision for future grants	Add to Reserve List
HOUSING Empty Properties - Provision of grants and loans to bring empty properties back into use (Annual provision)	50,000	Estimate revised	Amend Reserve List
HOUSING RENEWAL ASSISTANCE Discretionary grants and loans to finance home repairs and home insulation works	75,000	Estimate revised	Amend Reserve List

WORTHING BOROUGH COUNCIL - ENVIRONMENT

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
BEACH HOUSE PARK Reconstruction of western access road	66,000	The surface is deteriorating and will require resurfacing in future years	Add to Reserve List
CAR PARKS Grafton Multi Storey Car Park - Renewal of lifts	209,000	Scheme included in the 2016/2017 proposed Capital Investment Programme	Remove from Reserve List
High Street Multi Storey Car Park - Replace/refurbish lifts	209,000	Scheme included in the 2017/2018 proposed Capital Investment Programme	Remove from Reserve List
CEMETERIES Durrington Cemetery - Additional burial plots	200,000	Phase 2 of Durrington Cemetery extension to provide burial space for the next 30 - 35 years	Amend Reserve List
OPERATIONAL VEHICLES Provision for the replacement of vehicles for joint services 2018/2019 - 2020/2021 (Partnership scheme with Adur District Council. Total cost £110,500)	66,300	Estimate revised	Amend Reserve List
Provision for the replacement of vehicles for Worthing services	42,000	Provision required for the replacement of the theatres vehicle and the mayor's vehicle	Add to Reserve List

WORTHING BOROUGH COUNCIL - ENVIRONMENT

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
PARKS Homefield Park - Installation of a new public convenience	99,000	Scheme included in the 2016/2017 proposed Capital Investment Programme	Remove from Reserve List
REFUSE/RECYCLING/STREET CLEANSING SERVICE Provision for the replacement of vehicles for the joint service 2016/2017 - 2020/2021 (Partnership scheme with Adur District Council. Total cost £234,500)	142,110	Estimate Revised	Amend Reserve List
WORTHING LEISURE CENTRE Building - Rewire whole complex	264,000	Scheme included in the 2017/2018 proposed Capital Investment Programme	Remove from Reserve List
Car Park - Provision of additional spaces	210,000	Additional car parking spaces provided in 2014/2015 as part of the scheme to replace the astroturf and provision of additional pitches	Remove from Reserve List
Play Park - Replacement of play equipment	N/C	Area has been adapted and equipment provided as necessary	Remove from Reserve List
Roof Areas - Renewal of flat roof areas	225,500	Scheme included in the 2016/2017 proposed Capital Investment Programme	Remove from Reserve List

WORTHING BOROUGH COUNCIL - RESOURCES

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
INFORMATION AND COMMUNICATIONS TECHNOLOGY Corporate hardware and infrastructure replacement programme (Partnership scheme with Adur District Council. Total cost £100,000) (Annual Provision)	53,000	Estimate revised in line with Capital Strategy	Amend Reserve List
CenSus ICT Partnership Schemes (Partnership schemes with CenSus Partners. Total cost £150,000) (Annual Provision)	75,000	Provision for future ICT requirements of the CenSus Partnership	Add to Reserve List
PROPERTY MANAGEMENT 2 The Waterfront - Structural works to property	51,700	Works are not required as the Council has sold the property	Remove from Reserve List

“Getting in Shape”: Organisational Changes 2015

Report by the Director for Digital & Resources

1.0 Summary

- 1.1 This report sets out proposals for the second tranche of organisational change to ensure both Councils have the officer leadership required to meet medium and longer term challenges.
- 1.2 The report sets out the outcome of a review of the current “third tier” of managers across the Councils and sets out the proposals of the Chief Executive (as Head of Paid Service) to reduce the number of third tier managers and reshape roles, expanding the span of operations for managers at that level. This report identifies the steps taken to achieve the structural changes required, the processes followed and an update on progress and likely outcomes.
- 1.3 It seeks from Joint Strategic Committee comments on the implementation of the proposed changes; an agreement to the voluntary redundancies; a recommendation to both Councils to release up to £370,000 from Capacity Issues Reserves to fund the necessary departure costs and a recommendation to both Councils to note the Chief Executive’s proposals in respect of the appointment, management and organisation of the Councils’ officers.
- 1.4 In order to allow transparency and public debate on this set of proposals and seek to avoid going into closed session, this report has been written aggregating anticipated costs and potential impact on individual employees, rather than seeking to put substantive amounts of information into a “Part B” agenda.

2.0 Background

- 2.1 Members will be familiar with a first tranche of organisational change (the creation of the Councils Leadership Team with 4 new Director posts).
- 2.2 The four new Directors took up their posts during summer 2014 and, with the Chief Executive, formed the Councils' Leadership Team (CLT) to drive strategic agendas forward. Since their appointment, the Directors have been considering their individual agendas in line with collective ones, the shapes of their Directorates and relationships with our customers and communities.
- 2.3 These considerations formed the basis for a staff consultation paper which aimed to bring together one set of proposals to reshape the next tier (“third tier”) of management of Adur and Worthing Councils. A consultation exercise (primarily for

those staff directly affected through changes to, or deletion of, their existing posts) sought views from all staff about the direction of travel for the organisation and the structure needed to best support that direction. The Trade Union has been consulted via JONG and that dialogue is ongoing.

- 2.4 The consultation document was launched on Thursday 23rd October and consultation closed on Friday 21st November 2014. This JSC report was drafted before closure of the consultation period and before the final date for expressions of interest for voluntary redundancy. No interviews for new roles have taken place yet. This means that whilst some certainty has been achieved (and any further updates can be given at JSC or Council meetings) many of the financial assumptions made in this report are stated on the basis of a “worst possible financial outcome”. Where possible the “best possible” financial outcome data has been added as well. It is anticipated however, that at the end of the process the costs will be somewhere between the two figures, but officers did not wish to bring forward unduly optimistic data at this stage.
- 2.5 During the period of staff consultation the ‘window’ for staff to express interest in voluntary redundancy from post holders “at risk” as a result of the proposed changes was also opened to all staff. Seven applications for voluntary redundancy from staff “at risk” have at the date of drafting this report been received and are supported by management and so Members are asked to release funds to make termination payments associated with these applications.

3.0 Proposals

- 3.1 The consultation document considered the current management structures in place and the current organisation and roles within the Directorates. The proposals are intended to define, clarify and strengthen the third tier (roles reporting to Directors) and to ensure that the Council Leadership Team are able to focus on the strategic direction of the Councils. This has also necessitated proposals regarding some teams/posts currently managed by third tier roles.
- 3.2 In the current structure there are 29 posts at the third tier, namely:

Principal Engineer
Head of Productivity and Innovation
Parking Services Manager
Estates Manager
Museum Manager
Environmental Health Manager
Regeneration Manager
Democratic Services Manager
Housing Strategy and Enabling Manager
Communities Team Manager
Head of Adur Homes
Parks and Foreshore Manager
Community Safety Manager
Housing Services Manager
Registrar
Building Control Manager

Revenue and Benefits Manager
Electoral Services Manager
Customer Services Manager
Senior Land Charges Officer
Planning Policy Manager
Business Services Manager
Surveying and Design Services Manager
Theatres General Manager

In addition the following 5 roles which are outside the scope of this restructure:

HR Manager
Chief Financial Officer
Solicitor to the Council & Monitoring Officer
Head of HR
Head of Communications

In the proposed structure 12 new Head of Service roles at third tier are proposed, namely:

Head of Housing
Head of Wellbeing
Head of Environment
Head of Revenues and Benefits
Head of Waste and Cleansing
Head of Customer Services
Head of Building Control and Land Charges
Head of Culture
Head of Place & Investment
Head of Growth
Head of Design & Digital Service
Head of Business & Technical Services

In addition the following 5 roles which are outside the scope of this restructure:

HR Manager
Chief Financial Officer
Solicitor to the Council & Monitoring Officer
Head of HR
Head of Communications

These posts have been ring-fenced to the Departmental Management Teams and wherever possible these will be filled by those existing staff who can meet the high calibre required for these posts. Where existing managers are successful in the selection process the role they are vacating will be deleted, the work being reallocated, ceased or continued within the Head of Service remit.

3.3 Whilst not rehearsing the whole of the consultation paper, a précis of those new roles are as follows:-

3.3.1 Communities Directorate

- Head of Housing

- Head of Wellbeing
- Head of Environment

These three service areas are designed to bring together different teams that have natural synergies and relationships with each other. This means that there will be a change to the organisation of some services to ensure that they contribute to corporate priorities and programmes.

3.3.2 Customer Services Directorate

- Head of Revenues and Benefits
- Head of Waste and Cleansing
- Head of Customer Services
- Head of Building Control and Land Charges

The revised Customer Services Directorate structure will represent four pillars of service each being managed by a Head of Service to ensure that day to day operations are led well. The Heads of Service will be responsible for the strategic leadership of the full span of responsibilities within the service area. Their duties will include wherever possible an existing team management role within each of the service areas to avoid growth in the costs of the management structure.

3.3.3 Digital & Resources Directorate

Only two new Head of Service roles have been created in this Directorate and these proposals do not include any change to the statutory posts of Monitoring and S151 Officer. The HR function is also out of scope pending a full service review in early 2015. The two new Head of Service posts proposed are:

- Head of Design & Digital Service
- Head of Business & Technical Services

The Head of Design & Digital Service will lead an innovative, agile unit, tasked to help services re-design with a view to simplicity, mobility and better use of digital for customers that will increasingly compare us not with other councils, but with the “best of breed” digital services they use to buy, travel, share and communicate with.

The Head of Business & Technical Services will hold responsibility for both technical and business services: engineering, surveying, corporate information (GIS), procurement & contracting, accommodation, reprographics, building management, corporate health & safety, emergency planning, business continuity and portering/security. Adur Homes surveying service has now joined the corporate surveying team to create a larger team with more capacity and resilience.

3.3.4 Economy Directorate

- Head of Culture
- Head of Place & Investment
- Head of Growth

The Head of Culture will bring together our Venues and Museum services and reshaping our visitor services offer including new investment in delivering all year

round events programme. This service will also actively support the new Commit to Culture Partnership with our creative partners to drive forward project, programmes and activity for our communities and visitors. The service will lead on our ambitions to develop and deliver exceptional creative and cultural venues alongside the building of new research facilities for our nationally recognised museum costume collection.

The Head of Place & Investment will lead a new service approach that prioritises place shaping and securing future UK and International public and private sector investment to support our economic growth ambitions. The service will lead the development and the delivery of much needed urban realm improvements and a seafront development initiative. It will ensure that we and our businesses benefit from Regional and Local Growth Funding and EU and international funding opportunities. The service will be the champion for business; establish a new independent major employers business voice for the area; promote and secure inward investment; support our indigenous business to grow; and work towards securing greater HE involvement with an education and skills offer to complement local Universities.

The Head of Growth will have a clear emphasis on ensuring our core land and other assets are used and planned for in a way that firmly supports economic growth; and secondly to work alongside private sector investors to design and deliver our key major regeneration and infrastructure projects. It will comprise a new major projects team with the sole purpose of ensuring the following projects are delivered for the benefits of our businesses, residents and visitors: Teville Gate, Union Place, Decoy Farm, StageCoach Site, Worthing Town Hall Car Park, Adur Civic Centre, Shoreham Airport, Shoreham Harbour Adur Tidal Walls and Western Harbour Arm project.

- 3.4 Appendix 1 contains the proposed structure charts the subject of the consultation. To date (and this report is written before the end of the consultation period) most consultees appear to have responded positively to the proposed new organisational design (even where they may feel their personal positions are at risk).
- 3.5 The Environmental Health (EH) function moves to Communities Directorate and the five "teams" that make up EH will be distributed across the three service areas of Housing; Wellbeing; & Environment:
 - 3.5.1 Private Sector Housing moves into the Housing Service.
 - 3.5.2 Food/Health and Safety and Pollution move into the Wellbeing Service, to align with the Public Health agenda.
 - 3.5.3 Licensing will move into the Wellbeing Service to be more closely aligned with Community Safety and our multi-agency work on Tackling Alcohol Harms.
 - 3.5.4 Dog Control and Pest Control will move into the Environment Service where it will join the Parks service.

Although the EH teams will be in separate service areas, there is an expectation that there would be continued synergies across the EH disciplines.

- 3.6 The Worthing Crematorium transfers into the Environment Service (including Parks & Foreshore) to create a single Bereavement Service alongside the Cemeteries service in order to improve the customer experience and drive out efficiency. The Director of

Customer Services will retain the business development role for crematorium and pets crematorium project.

- 3.7 It is proposed to move the Business Support, Technology & Business Solutions teams and the Policy Officer, currently with the Performance Improvement Unit, into the Digital & Resourcing Directorate under the Head of Design & Digital.
- 3.8 It is proposed to move the EU & External Funding function into to the Investment and Place Service in the Economy Directorate with a new focus on local growth, EU and International funding opportunities.
- 3.9 It is proposed that the Development Management function moves to the Economy Directorate under the Head of Growth.
- 3.10 It is proposed to move the functions of the Productivity & Innovation Unit (PIU) across into the new Design & Digital Service in the Digital & Resources Directorate.
- 3.11 A significant area of service change being proposed is how we deliver Tourist Information. It is proposed to close the Tourist Information Centre and provide a variety of new information and access points for visitors – for example one at the new Theatre’s box office at the Denton Pavilion and one in the Museum’s retail shop. We will also work in partnership with the Town Centre Initiative to identify other suitable locations and approaches. The rationale for such a change is:
- Stakeholder feedback does not identify business support for TIC ‘as is’;
 - London closed its official TICs over a decade ago; Brighton closed it’s over a year ago, without substantial negative consequences on the facility/service.
 - Visitors are receiving information through different sources - mobile, digital and while print and face to face still have their place, there are other providers who could deliver the basic levels of service (handing out maps, directing to public toilets etc.) and would welcome the footfall for cross-selling e.g. theatres box office, cafes etc.; and
 - We need to consider what could no longer be provided but where synergies exist with the Theatres and box office and Museum provide a natural fit.
- 3.12 It is important to note that the Tourism Development and Marketing manager’s post we have is not at risk within these proposal – this important role will continue to lead our work, with partners, in marketing our visitor offer locally, regionally and nationally. We are also, via the Coastal West Sussex Partnership, part of a wider visitor economy study which is looking into how to improve our offer, which target markets we should be prioritising and how partners can work together to deliver better value for money. This work is due to be completed at the end of December and will set out a clear action plan for future activity.
- 3.13 We will continue to capitalise on the c£135million that the tourist economy was worth to Worthing in 2013 alone. Worthing has approximately 3.3million day visitors and 280,000 overnight visitors – and only around 23,100 people visited the Visitor Information Centre. With that in mind, the proposal to close the VIC and develop smaller tourist information touch points around Worthing is designed to help visitors get the information that they need, in the places which they’re visiting anyway.

- 3.14 If taken forward this proposed change re-establishes fundamental role of authority as 'generating new business and raising awareness' rather than 'just looking after visitors that are already here'. It moves the Councils to an 'enabler' of visitor information rather than a 'deliverer'.
- 3.15 Post Evaluation
The new Head of Service roles have been job evaluated and two new grades have been introduced to reflect the strategic impact required of some of these roles. The posts have been evaluated as Grade 11, 12 or 13. In order to help set a new culture those at this level and above will only receive annual incremental progression of salary if their performance justifies it.
- 3.16 Selection for new Head of Service posts
These posts have been ring fenced to staff in affected posts in each Directorate Management Team. Expressions of interest have been received during the consultation period and the intention would be to commence recruitment immediately, incorporating, where useful, any comments on the proposals. The selection process will include a brief submission from candidates, an online assessment, presentation, interview panel including stakeholders as appropriate and consideration of attendance and conduct.
- 3.17 CLT has sought to reduce the amount of organisational disruption and uncertainty for affected individuals. However, this is unlikely to be a 'once and for all' organisational evolution as we will be required to remain flexible to best serve the needs of our communities, the changing technological environments in which we work and evolving Governmental policy drivers. It is highly likely to be the case that, once the restructure is completed, the new Heads of Service will want to look at how their areas of responsibility are developed and best shaped to deliver their ambitious agendas and set appropriate cultures.
- 3.18 There are self-evidently 12 less posts at third tier in the new proposed structure than in the existing one.
- 3.19 All staff affected have therefore been given a choice to make application for Voluntary Redundancy or to compete for one of the new posts (they will either be successful or take the Councils ordinary compulsory redundancy package at the end of that process if redeployment is not available).
- 3.20 At the time of drafting some affected staff have come forward seeking voluntary redundancy (and the window remains open until 21.11.14). Therefore the precise numbers of people likely to receive a VR package or a compulsory redundancy package will not be known until the end of the competitive interview process.
- 3.21 The financial implications of the report set out a possible total redundancy cost based on our reasonable assumptions of what the worse-case (financially) scenario will be of £480,000. Our estimate of the "best possible" redundancy cost scenario is £430,000. In reality the ultimate cost is likely to fall between the two figures. We anticipate there may be 7 staff falling into this category with a combined public service total of 196 years. It is important to recognise that there is no enhancement of any redundancy terms offered by virtue of the relative seniority of the post holders

concerned.

- 3.22 Many of the staff affected will have provided considerable number of years of excellent public service and are only leaving the organisation due to changing demands and the need to reduce our cost base. For those who leave it is important that we respect and honour the service that they have provided for our communities.
- 3.23 The primary reason for making these structural changes is to provide a remodelled leadership for the new teams, bringing services together where that creates new value and ensuring a tight focus on organisational priorities. As is set out in the financial implications there is an overall salary saving from the new structure of approximately £100,000 p.a. In that regard (and in the event of the worst financial case scenario of £480,000) there is a payback in a little under a 5 year period. This is more than the 3 year pay back (a guidance figure for individual redundancies) however these are real savings and the value of bringing agendas together under new leadership and thereby creating new opportunities to save expenditure, expand operations and income and drive our community leadership are timely and in the life of an organisation relatively rare. The Chief Executive therefore recommends to Members that whilst up to £480,000 is large amount of money it is an investment to save and to drive further organisational improvement. Any update that can be given in public at either JSC or Council meetings that helps to further particularise the precise likely overall costs of redundancy packages will be provided verbally.

4.0 Leadership Development

- 4.1 As previously reported to Members on establishing the CLT (and bringing new Directors into the business) we have consciously made an investment, not just in those individual's personal development but also the capacity of that team to work well together, to jointly think, plan and strategise (as well as challenge each other) in order to set a leadership culture for the organisation.
- 4.2 The new structure proposed in this report gives a chance to think again about the role of the "third tier" of the organisation. This new group, the Operational Leadership Group (OLG) will have a vital collective role in the leadership of the business of the Councils. They will determine how best operations should run, help set culture, oversee day to day operation and key stakeholder relationships and in so doing will develop their capacity to become the Directors of the future.
- 4.3 Based on established leadership science therefore, we should get to a place where we have a Chief Executive having a "now" to 20 year view of the future, a team of Directors a "now" to 10 year time horizon and an Operational Leadership Team looking from the "now" to 5 years. Whilst these of course are not "hard cut-offs" they will enable us to deal well with the "here and now" and visioning and planning for the future.
- 4.4 As a part of our on-going Organisational Development agenda we have recently developed leadership behaviours and skills to set the standard for how leaders in the organisation will work. We will develop key incentives, ensure we are held to account and are challenged on them and that we find a variety of ways to ensure we live by them.

- 4.5 Following the anticipated recruitment process set out in this report we have also designed a Leadership Development approach that not just develops the skills of the individuals taking on the new roles but also enables them to develop a collaborative and collective way of working to ensure that we are well joined up (and understand agendas) in thinking, communicating, planning and action. This approach allows us to enhance the immediate and much longer term capability of these leaders to drive our organisation forwards and embed the continuous learning and improvement we wish to see as an integral part of our culture.

5.0 Legal

- 5.1 Section 112 Local Government Act 1972 provides Local Authorities with the power to appoint Officers on whatever terms it thinks fit.
- 5.2 Section 111 Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions, which would include the organisation of its staff resources and the making of redundancies.
- 5.3 Section 4(2) Local Government and Housing Act 1989 states that it shall be the duty of the Head of Paid Service, where he considers it appropriate to do so in respect of any proposals of his with respect to any of the matters specified below to prepare a report to the Authority setting out his proposals. The matters specified include:
- The manner in which the discharge by the Authority of their different functions is to be co-ordinated
 - The number and grades of staff required by the Authority for the discharge of their functions
 - The organisation of the Authority's staff, and
 - The appointment and proper management of the Authority's staff.
- 5.4 Section 9 Local Government Act 2000 and Local Authorities (Functions and Responsibilities) (England) Regulations 2000 determine that the approval of a Head of Paid Service's report as to management structure is not an Executive function and so must be determined by Council.
- 5.5 The Local Government and Housing Act 1989 provides that Deputy Chief Officers are those Officers, who, with respect to all or most of the duties of their post, are required to report directly, or are directly accountable to one or more of the Statutory or Non Statutory Chief Officers. Consequently, tier 3 Managers will be Deputy Chief Officers.
- 5.6 The Local Authorities (Standing Orders) (England) Regulations 2001 govern the appointment and dismissal (to include by way of redundancy) of Deputy Chief Officers. These regulations are encompassed into the Councils' Constitutions within the Officer Employment Procedure Rules in Part 4.
- 5.7 In compliance of the Local Authorities (Standing Orders) (England) Regulations 2001, the appointment or dismissal of a Deputy Chief Officer may be undertaken by the Head of Paid Service or an officer discharging the function on his behalf.
- 5.8 In compliance of para 5(2) Schedule 1 of the Local Authorities (Standing Orders) (England) Regulations 2001, an offer of appointment as a Deputy Chief Officer cannot be made until the appointor has notified the Monitoring Officer of the name

and other particulars of the person to whom the appointor wishes to make the offer, the Monitoring Officer has notified every Member of the Councils' Executives and advised them of the period within which any objections may be made, and either the Leader has, within the period for objections, notified the appointor that neither he nor any other Member of the Executive has any objection to the making of the offer, or the Monitoring Officer has notified the appointor that no objection was received by him within the period from the Leader, or the appointor is satisfied that any objection received from the Leader within the period is not material or not well-founded.

- 5.9 In compliance of para 6(2) Schedule 1 of the Local Authorities (Standing Orders) (England) Regulations 2001, a notice of dismissal of a Deputy Chief Officer cannot be given by the dismissor until the dismissor has notified the Monitoring Officer of the name and particulars of the person whom the dismissor wishes to dismiss, the Monitoring Officer has notified every Member of the Executive and advised them of the period in which any objection to the dismissal may be made, and either the Leader has within the period for objections notified the dismissor that neither he nor any Member of the Executive has any objection to the dismissal, or the Monitoring Officer has notified the dismissor that no objection was received by him within the period from the Leader, or the dismissor is satisfied that any objection received from the Leader within that period is not material or is not well- founded.
- 5.10 In compliance with the Officer Employment Procedure Rules and Terms of Reference for Committees, in the Councils' Constitutions, a Deputy Chief Officer has a right to appeal against dismissal. Such appeal would be heard by the Councils Joint Senior Staff Committee.

6.0 Financial implications

- 6.1 Overall the management restructure will generate an initial estimated saving of:-

	Adur General Fund	HRA	Total charged to Adur	Worthing	Overall total
	£'000	£'000	£'000	£'000	£'000
Cost of the current structure	419	80	499	719	1,218
Less: Cost of the proposed structure	359	95	454	664	1,118
Overall salary saving	60	-15	45	55	100
Less: Pension strain costs written off over 3 years	-17		-17	-20	-37
Budget saving in initial years	43	-15	28	35	63

- 6.2 The final departure costs will depend on two factors:

1. the number of staff opting for voluntary redundancy whose applications are

- successful;
2. the number of staff who are unsuccessful in their applications for the new roles and where no suitable redeployment opportunity exists.

Members are asked to release sufficient funding to ensure that up to seven voluntary redundancies can be accepted as part of this process. The two options below indicated the 'Worst' and 'Best' cases for departure costs. The 'Worst' financial case assumes that up to seven staff have applications for voluntary redundancy accepted and the 'Best' financial case assumes that no more staff will apply for voluntary redundancy after the 19th November the date of writing the report and provides capacity to make some staff compulsorily redundant:

	'Best'	'Worst'
	£'000	£'000
Departure costs		
Redundancy	320	370
Impact of pension strain (tbc)	110	110
	<hr/> 430	<hr/> 480

Members are asked to release sufficient funds for the redundancy costs associated with the 'Worst' case. It is proposed that these departure costs are allocated across the two Councils in proportion to the saving made by each Council which will result in the following:

	£'000
Adur (45%)	166.5
Worthing (55%)	203.5

- 6.3 The departure costs have been calculated in line with the Councils usual policy for voluntary redundancy. It should be noted that the payback period for these costs is just under 5 years which is longer than that normally expected, however the report outlines the strategic reasons why the redundancies should be approved at this time.

7.0 Recommendation

- 7.1 The Joint Strategic Committee is recommended to:

- i) Comment upon the implementation of the proposals
- ii) Recommend to each Council that £370,000 be released from the Capacity Issues Reserves to fund the departure costs associated with the management restructure split as follows:

Adur £166,500
Worthing £203,500

- iii) Recommend to both Councils that they note the Chief Executive's proposals in respect of the appointment, management and organisation of the Council's officers.

- iv) Delegate to the Chief Executive approval of any redundancies associated with the restructure in consultation with the Leaders provided that the costs can be contained within the overall budget released.

Local Government Act 1972

Appendix 1: Proposed Structure charts

Background Papers:

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Schedule of Other Matters

1.0 Council Priority

- 1.1 Catching the Wave seeks to build upon and further develop the 4 council priorities set early in 2013. It specifically ensures that the economy, our communities and our Councils are developed in a cohesive way and a new corporate planning approach that sets out precisely how our priorities come to fruition will be developed in 2014.

2.0 Specific Action Plans

- 2.1 Are as set out in the body of the report.

3.0 Sustainability Issues

- 3.1 Sustainability considered and no issues identified.

4.0 Equality Issues

- 4.1 Equality issues have been considered and no adverse impact identified at this stage. All selection will be in line with best practice in equalities and further consideration will be given to equality issues at the end of the consultation period.

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 The Councils are endeavouring to manage this change through the use of voluntary redundancies to maintain good relationships with Trade Unions and staff.

8.0 Consultations

- 8.1 (A) Formal consultation with UNISON and affected staff has taken place for 30 days (23.10.14 – 21.11.14) and all staff have been informed about the proposals and invited to make comments during the formal consultation period.
(B) Feedback is to be considered after consultation closes on 21st November and as that is after the Committee deadline for this report a verbal update will be given at the meeting.

9.0 Risk Assessment

- 9.1 This restructuring is conducted within policy and employment law and with due regard to the public purse.

10.0 Health & Safety Issues

10.1 Health and safety considered and no risks identified.

11.0 Procurement Strategy

11.1 Procurement issues considered and no issues identified.

12.0 Partnership Working

12.1 The emerging structure of the Council is designed to promote partnership working

PROPOSED STRUCTURE

Communities Directorate

Housing

Homelessness Prevention &
Housing Advice

Adur Homes

Housing Strategy & Enabling

Environmental Health:
Housing

Home Improvement Agency

Wellbeing

Public Health & Wellbeing/
Environmental Health: Pollution

Environmental Health: Food
Safety & Healthy Workplaces

Think Family & Early Help

Community Safety & ASB

Licensing

Democratic Services &
Community Engagement

Environment

Parks & Foreshore

Bereavement Services

Environmental Health: Dog
Control & Pest Control

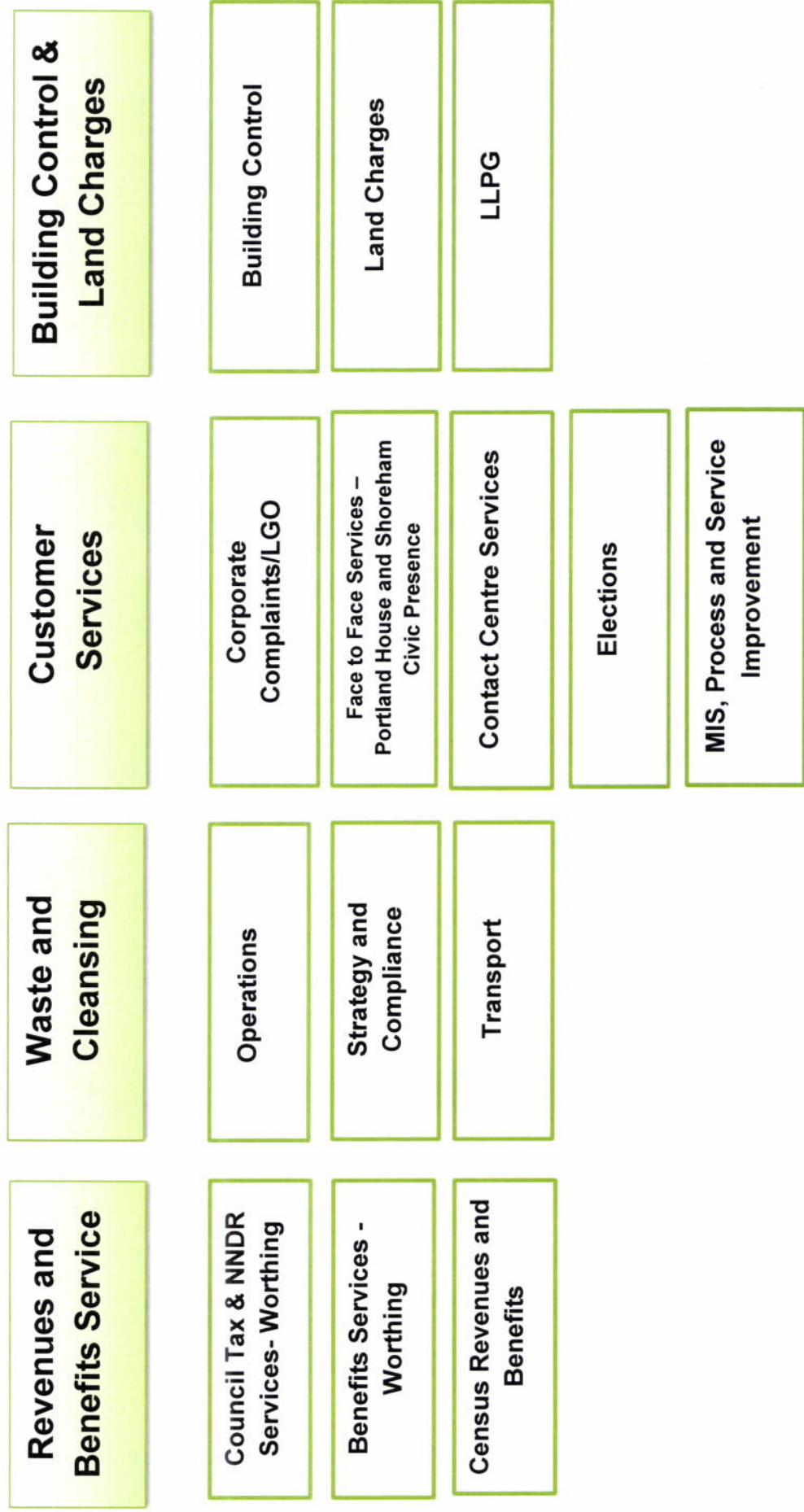
LEISURE SERVICES

*Client side function for SDLT & ACL
reporting directly to Director for
Communities*

APPENDIX 1

PROPOSED STRUCTURE

Customer Services Directorate



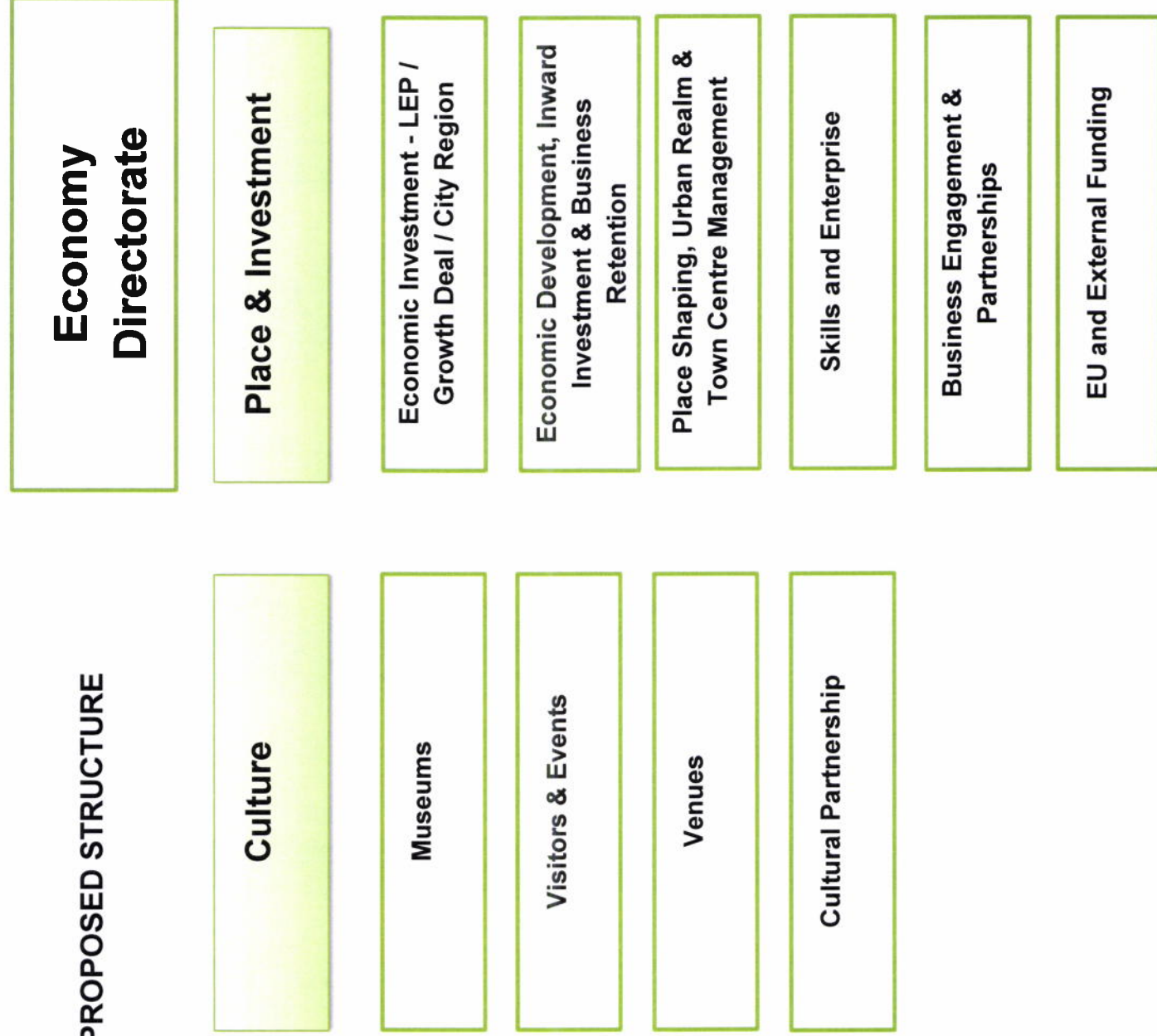
PROPOSED STRUCTURE

Digital & Resources Directorate

Finance	Legal Services	Design & Digital	Human Resources	Business & Technical Services
Management & Technical Accounting	Contracts & Conveyancing	Insight & Performance (tba)	Strategic HR Partnering	Procurement & Contracts
Strategic Accounting	Planning, Litigation & General Advice	Design (tba)	Employee Relations	Engineering & Surveying
Exchequer & Fraud	Access to Information*	Digital (tba)	Employee Resourcing	Facilities
Internal Audit		Performance/Scrutiny	Employee Wellbeing (tba)	Emergency Planning
		Business Support*		Corporate Information (GIS)*
		Systems Support & Development Team		

*All or part of these services will move as a result of changes made by the Head of Design & Digital

PROPOSED STRUCTURE



Ward: All

INVESTING IN NEW TECHNOLOGY: THE SPRINGBOARD TO EXCELLENT CUSTOMER EXPERIENCE AND BUSINESS EFFICIENCY

Report by the Directors for Digital and Resources and Customer Services

1.0 Summary

- 1.1 In July 2014, Joint Strategic Committee received an “IT Position Statement” from the Director for Digital & Resources. This described the problems being experienced with basic telephony and ICT services and the urgent actions being taken to improve those business critical services. It also outlined the initial steps required to develop a digital road map for Adur & Worthing, acknowledging that a fundamental technology shift towards the use of cloud platforms would be a vital first stage in enabling the rapid development of customer-centred digital services and increased staff collaboration and mobility. Committee approved a 3-week discovery piece from Methods Digital to help identify problems and opportunities, and produce a map of business capabilities (functions the business needs like payment, booking, business intelligence), which would help us rethink how we might provide such functions horizontally across the business, moving away from so many silos in line of business systems that impede joined-up, efficient working.
- 1.2 Over the summer, work was undertaken with a disaster recovery consultant to develop documentation and procedures relating to IT systems recovery. This project is now in a second phase involving the production of detailed technical recovery procedures for key scenarios. The Director also pursued contractual meetings with our telephony provider Unify, which have escalated now through two formal warning letters regarding breach of contract, setting a deadline for resolution of end of December 2014. Key officers have recently been involved in soft-market testing for fixed telephony, contact centre systems and mobile device strategy, strategically linked to the digital strategy work with Methods. Plans are in place to finalise our overall telephony strategy in January in light of the outcome with the current telephony provider. This will be done through a hands-on exploration of overall system design and fit, looking at the integration of telephony with the new cloud platform(s), if approved. At present, we are looking at the viability of adopting a predominantly mobile model (more staff with mobiles), with a significantly reduced number of fixed VoIP lines and a highly effective contact centre solution. We expect to bring proposals forward to JSC in February 2015. We will also develop proposals for much improved wi-fi coverage across our buildings for February 2015 as service is currently poor.
- 1.3 In October 2014, Joint Strategic Committee received a further report on the findings of the Discovery work. This identified three strategic areas of focus for further investigation during a blueprint phase: productivity (email/documents), platform

(customer service and business process functions) and infrastructure (how we host our applications). Discovery found:

- there was an opportunity to move email/calendar/documents to the cloud to introduce true document collaboration, service availability on any device, video conferencing and many other benefits
- a move to enterprise cloud platform technology would break down service silos through moving business functions on to the same technology over time
- such a move would allow the councils to rapidly build new digital customer services and deploy multi-channel customer channel handling, live chat, knowledge base and other such features
- moving to platform technology would also allow rationalisation of line of business applications (there are well over 400) by re-designing and building processes on the customer platform
- there was a need to develop an infrastructure strategy through a more detailed investigation into the equipment, set up, processes and governance around the Census ICT service.

1.4 Joint Strategic Committee approved the release of funds for the blueprint phase in October 2014, and this work was undertaken between early October and mid November 2014. The work involved a more detailed investigation into our infrastructure service, examination and recommendations around overall digital governance, soft-market testing across productivity, platform and infrastructure, and the development of principles, practices, resources and the investment profile needed to achieve the vision of a new enterprise architecture to help enable rapid business transformation.

1.5 This work is now completed and the findings are provided to Committee in this report. In summary, the report proposes that:

- Adur and Worthing should implement a cloud-based email/office productivity solution which will change the way staff and members collaborate and share, including greater mobility, the use of 'any device' (only an internet connection needed) and much easier ways to share and find documents.
- An enterprise platform is selected and implemented, providing rich multi-channel customer service functionality and the ability to cost effectively build new digital services for use by customers and staff within a carefully designed and well-governed agile programme, aimed at automating transactions and removing manual work (true channel shift).
- Governance and joint-working arrangements between Census and A&W technical teams should be significantly improved (a model is suggested) and work should be undertaken to further improve disaster recovery arrangements, systems performance monitoring, Citrix performance and wi-fi.
- The majority of line of business applications are retired over a three year period by providing the functionality needed (after service re-design work has been done) through the platform, along with effective integrations being built between the new platform and the larger systems (such as revenues & benefits, housing and finance)
- An ambition is set for Adur and Worthing to become infrastructure free. We will work with Census to develop a hybrid model and agree how service provision will change over time.

- 1.6 It is very important to note that in large part, the work so far undertaken is “preparatory” and very technical. We are getting the building blocks in place; the tools. Elsewhere on the committee agenda are proposals to create a Head of Design & Digital – once recruited, they will create a new service, which will provide business change and data insight functions along with technology services. Design (“design thinking”) is a fast emerging approach to business transformation which takes user needs as the starting point and applies a range of techniques to truly understand how users interact with a service, what the “friction” points are and what the opportunities are to meet needs in often quite different ways. In the modern world, many services will be delivered digitally or supported with digital tools. But sometimes the customer journey is a blend of off-line and online activities, perhaps involving other actors, like peers, neighbours, volunteers or staff from other organisations. The digital programme will sit within a wider capacity to help services re-design themselves around the customer. This service will be designed and emerge in the new year.

2.0 Background

- 2.1 The proposals made in this report are forward-thinking. Some other councils are already taking this path (such as Royal Borough of Windsor & Maidenhead, Peterborough and Hounslow) and it is highly likely that many others will follow where the digital leadership is strong. Nevertheless, it is important to provide a clear explanation of why investment in a new kind of technology architecture, and way of working, is so vital. In these first paragraphs we attempt to explain the rationale for the change.
- 2.2 Local authorities across the UK have the huge challenge of balancing the demands of providing better, more relevant public services, while needing to reduce cost and improving the efficiency of their operations. With local authority funding reducing year on year, and with opportunities for ‘salami slicing’ now run out, councils simply must undergo transformation. It can seem daunting, but there is hope. The necessity for us to radically transform comes at a time when innovation in digital technologies is so great, we are now in what some have called, “the second machine age”. Today, digital provides the way for businesses to become adaptable, to survive and thrive. But although many people see the potential, it is still quite rare to see organisations approaching digital in the right way, and very rare indeed in the public sector.
- 2.2 Burberry is a great example of how digital can transform a business. In 2006, Burberry’s growth was 1-2% against a sector average of 12-13%. In 2006 the new CEO, Angela Ahrendts, set a new strategy with digital at its heart. Burberry used social media to engage their customers in a newly positioned brand, streaming runway shows in store with customers who were able to shop for the collection on iPads immediately. Their retail assistants could access customer’s digital profiles through tablets, knowing for example, what a Brazilian customer last bought on a stopover to Paris and what she said about Burberry on Twitter. Customers could click to call or click to chat with customer service representatives 24/7. But absolutely crucial to Burberry’s approach was this: **Burberry started by investing in a backbone enterprise platform** to consolidate their systems and make its global operations transparent. It was critical for the company to have a single view of the customer in order to improve the experience across all channels, media and platforms. ***“Had we not put that in place,” said Ahrendts, “we would not have***

been able to do so much of the front-end digital innovation we have been doing” (Leading Digital, 2014).

- 2.3 To give another example, Barclays bank is transforming itself through investment in digital. Its customers are using its mobile banking app 24 times a month, going online with it twice a month and visiting a branch less than twice a month. In 2008 it had 1,724 branches and today it has 1,546. A further 25% reduction is expected as they continue their digital programme.
- 2.4 Of course a local authority has different aims to a private sector business, with a need to maintain and improve many face-to-face services to the vulnerable at the same time as removing cost. But there is much to learn from business. Local authorities must look to the private sector and the technologies they use in order to make their digital programmes a success. In 2014 74% of all adults bought goods or services online, up 53% from 2008 (Office for National Statistics). The pace of change is enormous. The increasing availability of both mobile broadband and wi-fi networks means that mobile internet is now used by more people than ever before. 68% of all adults now use mobile phones, portable computers (tablet or laptop) and use is growing very rapidly, even among the older generations.

Customers expect great digital experiences when shopping, banking and booking their holidays and to be successful with digital (to truly achieve “channel shift”), a council must deliver digital services to a private sector standard. Digital services **must be good enough that people choose to use them**, and recommend them. They must be end-to-end, and assist the customer to understand where they are in the journey – the “your parcel is on its way” text message is very helpful. They must offer multi-channel communication and interaction, providing digital and social customer service as good as any other business.

Transforming the customer experience is at the heart of digital transformation, and at the heart of this proposal.

- 2.5 So how have local authorities typically been approaching digital? Over recent years, many have sought to apply technology through initiatives such as:
- improving information available to customers on the website thereby reducing avoidable contact, including “digital inclusion” work to get customers online. Adur & Worthing have done a very good job here - our website was again rated in the Top 20 of council websites by SOCITM in 2014. Further improvements to **content** will be vital in the digital road map (helping reduce customer contacts) – web content is not the focus of the current proposals but will be a central plank in the overall programme. New ways to share knowledge with customers are in scope, specifically “knowledge base” for use by staff and customers alike.
 - trying to support customers as they journey around our service silos by using “customer relationship management” (CRM) systems with “shallow” datasets to handle contacts. This also often involves “swivel chair” inefficiency where agents are moving from one line of business application to another to piece things together.
 - introducing self service options through web forms and “my council” portals. A&W have been far less successful here, with web form completions being 10,330 in

2013/14 compared to 222,999 calls to the contact centre. More worryingly still, 35,316 web forms were attempted in the same period but abandoned.

- 2.6 There are some decent success stories. Mentioned in the LGA's "Transforming Local Public Services: Using Technology and Digital Tools and Approaches" (2014), Lewisham's web and mobile "environmental issues" app led to a 73% drop in graffiti, and a 33% drop in call centre activity, saving £500,000 over 5 years. (The proposals here will allow us to replicate the work done in Lewisham quite quickly should such a project be selected for prioritisation).
- 2.6 But these initiatives don't tackle the deep structural and technology problem in councils – the vertical line of business system silos – which stops the kind of digital service delivered in Lewisham's environmental health service scaling up and out across the business quickly and affordably.

This proposal is about how Adur and Worthing can get itself into a position to do multiple projects of this kind quickly and cost effectively.

- 2.7 Digital initiatives, apart from a very few exceptions where councils are following the route we are proposing in this report, are forced to build their solutions **around and on top of** the legacy IT estate, often using technology from suppliers working in one of the local authority silos (environmental health, housing, planning, waste, social care, etc). The pace of change is slow, and the customer experience remains disjointed. Otherwise very strong change initiatives in councils are hampered by the constraints of existing, inflexible, proprietary technologies. One nearby council we recently visited said a key learning point from their large scale structural change programme was **"get key technology building blocks in place as early as possible"**.
- 2.8 One of the vital areas to support with new technology is customer services. The opportunities to re-think customer service with this technology are great, particularly around becoming genuinely multi-channel, engaging with customers on social media.

Increasingly customers compare the service provided by local authorities with those if the best retailers. As a minimum, for the Director of Customer Services, good service means:

- doing what we say we will do,
 - resolving enquiries at the first point of contact,
 - convenience, ease of access and consistency of service.
 - joining up processes and knowledge to reduce multiple hand offs across the organisation
 - accurate and relevant information
 - ownership of the customer's issue
 - accountability and auditable processes across the end to end customer journey
 - customer advocacy and empathy
 - investment in continuous improvement of our services around customer need and place
 - proactive problem solving based in customer insight and business intelligence.
- 2.9 The benefit for customers is the increased service quality, responsiveness and relevance, at reduced cost through
- staff and citizens communicating and collaborating much more effectively,

- improved business intelligence and analytical capacity to drive service improvements
- sharing open data and information to support community engagement
- self service and mobile capabilities

2.10 According to the Director for Customer Services, “Our current customer service provision requires radical transformation to meet the expectations of our customers. It needs radical transformation to meet the expectations and aspirations of our Members. Reviewing our technology infrastructure will allow the organisation to transform its business design to make our services more relevant and purposeful - and to be much, much smarter.”

2.11 According to the 2013/4 Dimensions data Global Benchmarking Report for customer contact centres observes the top five technology challenges globally are as follows:

1. Integration
2. Lack of flexibility
3. Expensive upgrades
4. Multiple systems
5. Legacy systems

‘Contact centres across the globe have realised they must simplify their technology systems and share common, multi-channel customer interaction platform (CIM) across the organisation and that the value of the IT investment is increased significantly if it is measured in conjunction with customer drivers and needs’.

This is the path we set Adur & Worthing customers services on with this proposal investment in a citizen platform architecture for use across the business.

2.12 Our research clearly tells us there is really no other long-term sustainable approach. Trying to do digital innovation using the typical council IT estate is costly (these systems need specialist developer time from the supplier which is slow, expensive and end-less) and often reinforces the status quo of our vertical silos, keeping customer data fragmented. It is also simply true that the functionality and user experience of local government IT applications is way off what is needed to be able to provide the great user experience customers now demand.

2.13 Digital transformation is constrained in councils because, unlike Burberry, they are failing to first put in place the enterprise wide platform architecture and technologies that would allow them to do digital transformation effectively and efficiently, at the pace and scale needed. Getting the technology building blocks in place is absolutely essential.

“Digital winners are .. creating the right scale of investment in their IT infrastructure. It’s very hard to keep up with the pace of evolution in the digital world unless you have a flexible IT infrastructure and one that can plug and play products and services from other places.” (McKinsey, “Digital Strategy”, May 2014)

2.14 Our consultants, Methods Digital, are the leading proponents of this approach – they advise getting the governance, architectural principles, data standards and

technology platforms **in place up front**. This is not about being “technology led”, but about ensuring the capabilities are in place to allow rapid transformation in customer service and organisational efficiency as programmes of change are developed. It makes innovation possible by providing the tools and agile development capacity needed.

The Technology Blueprinting work

2.15 In the last 6 weeks, following the approval of Committee in October 2014, Methods have supported the councils by undertaking a Technology Blueprint and investment profiling exercise. This involved further analysis and investigation into the three areas identified in Discovery: productivity, platform and infrastructure and the detailed findings of the report can be found in Appendix A.

2.16 The blueprinting work involved:

- interviews with Census staff and analysis of data about our infrastructure
- development of a digital governance system and architectural principles
- creation and analysis of an applications register
- technology assessments with leading suppliers in the three areas
- creation of an investment profile
- development of a resource profile
- creation of an initial 6 months digital road map to establish a new technology platform for building innovative customer-focused apps

2.17 Whilst the full set of findings are provided in the appendix, some key findings are drawn out here:

- A&W should adopt of vision of becoming **infrastructure** free to provide greater resilience and to help focus resources on business value (a strategy will be developed with Census partners that acknowledges that a hybrid environment is needed for a significant period, with local IT services adapting as more functions are migrated to the cloud)
- recently purchased infrastructure assets should continue to be used during the transition to cloud through the Census service
- applications should be rationalised, by re-designing services on newly selected common **platforms** offering multiple capabilities
- implementing a cloud based **productivity** suite will improve staff collaboration, flexible working and deliver savings, with an integrated email encryption service for handling government secure traffic
- implementing a cloud productivity suite would also allow partner agencies to join over time onto a “**public service**” **collaboration** domain (examples of this are emerging elsewhere)
- there are specific improvements needed to infrastructure capacity and management (including **disaster recovery, wifi, Citrix and automatic monitoring** tools that cover application and data services as well as the underlying infrastructure)
- a **data strategy** is needed to define the data architecture and how A&W will manage data assets, and to deliver excellent business intelligence
- communication and joint working between A&W apps team and Census should be improved urgently

- overall governance should be urgently improved; a model has been proposed including an **Enterprise Strategy Board** and **Digital Design Authority** in support of a “Business As Usual Programme” and a “Digital Programme”
- a set of architectural principles have been designed to ensure a well structured and consolidated enterprise environment
- a new, more strategic and risk-based information governance approach is required, including work on data classification

Proposals

3.1 To assist with the communication of this programme and generate the necessary strong engagement among staff, customers and partners, the Directors for Digital & Resources and Customer Services will develop a public “Digital Road Map” for publication early in the new year, following approval of the proposals herein. This will set the vision for the “digital council” in terms of digital customer services (including website), staff mobility/productivity and an “open data” approach. It will explain the benefits of the move to enterprise platforms in relation to the rapid deployment of digital customer services, including web content, knowledge sharing, live chat, multi-channel accessibility and self-service. The Digital Road Map will help leaders begin the deeper engagement with staff in the programme of work that will be coming forward and provide a public statement of intent. It will constitute the first part of a broader Digital Road Map for Adur and Worthing as a whole, which will be co-produced with communities, partners and businesses during spring 2015.

3.2 It is useful to flag the areas of work that we expect will make up this broader road map, to show the breadth of ambition we have for our places. We will address questions to a wide range of stakeholders, and bring projects forward that start to respond to:

- How can the digital infrastructure for businesses, tourists and residents be improved? What opportunities are there to secure ultrafast broadband for our areas?
- What joint work can we do with the business community to improve the digital offer? Are there opportunities to use digital to incentivise spend in local shops, to market events, help navigate places of interest, help tell the history of our places?
- What data can councils start to make available routinely that entrepreneurs could use to help them build new businesses, or citizens be better informed?
- How can we bring new forms of digitally-powered public service to our areas – such as Casserole Club, a new kind of meals on wheels service that matches neighbourhood cooks to elderly diners?
- Can we generate a community problem solving culture, in the model of Birmingham Civic Foundry that attracts different types of people in to help solve pressing social challenges?

3.3 First things first.

We propose that the initial steps should be the procurement and implementation of a cloud productivity suite for all staff (including an integrated government secure email service for those who need it) and the implementation of a platform for building customer-accessible digital apps and providing multi-channel customer service. Methods have recommended the business capabilities needed from the selection process, including the need to select a platform on which apps can be developed

cost effectively and with minimal “programming” skills. If Committee approves these proposals, a formal procurement process would commence in January and would be rapid, through the G-Cloud procurement framework.

Digital Road Map activities will include:

- creation of a Digital Design Authority to include an Enterprise Architect, Census, Applications Team, Service Desk and project manager resource
- creation of an applications directory and road map for migration to the platform
- procurement of the new technology
- implementation of the new telephony and device strategy (report to JSC Feb '15)
- architecture design for the chosen platform technology stack and data strategy
- migration of email & calendar to the cloud followed by the office suite (phased)
- establishment of the new citizen platform and building a Minimum Viable Product (MVP): core citizen platform functionality to support the customer service centre, payments, bookings and self-service forms
- building of key targeted apps on the platform (addressing manual high transaction services or problematic legacy applications for de-commissioning)
- a further review of infrastructure arrangements
- development of a content management strategy for website content and a new knowledge base accessible by customers and staff

3.4 A sample of the many transactional areas that have been identified (subject to change following full assessment):

- Green bins (revenue generation potential and currently admin heavy)
- Housing benefit applications
- Moving in / moving out process (high volume)
- Crematorium bookings (revenue generation, reputation)
- Direct Debit requests (revenue generation, high manual load)
- Report anything (graffiti, noise, ASB, damage)
- Bulk waste / clinical waste collection
- Adur Homes Management (tenancy starts – information, expectations, services)

Each digital service will be configured where appropriate to automatically send customers progress notifications, such as text messages, and we would expect these to significantly affect the volume of progress chasing phone calls made.

3.5 It is proposed that a strict set of rules be established around prioritisation of services to be re-designed and implemented on the platform. An “Epic” Assessment tool will be used to determine the viability of the project, particularly in relation to the potential for the new digital service to deliver tangible savings. The evaluation criteria will include an assessment on:

- Need (more/less urgent)
- Number of transactions (high/low)
- Business Maturity (Chaotic/well-defined)
- Complexity (Complex/simple)
- Users (low volume/high volume)
- Business impact (low/high)
- Automation - potential for savings (low/high)
- Appetite for change (low/high)

Generating baseline data for each service to be transformed and digitised will be an essential requirement in measuring benefits. This will quantify time and resources currently spent delivering the service.

3.6 A shortlist of legacy applications for de-commissioning in Year 1 has also been produced (subject to change following full assessment):

- Kana Lagan Waste Services CRM
- Covalent Performance Management Software
- Technology Forge
- Deeplake Messaging and SMS
- SFW CRM
- Clear Skies, Cemeteries, Burials and Cremations

3.7 Savings from the digital programme will come from turning off legacy applications, reductions in staffing and enabling revenue generation. New digital transactions must be a true removal of contact from the delivery process. Simple transactions that can be fully digitised are more likely to achieve a channel shift and deliver realisable benefits. The role of “knowledge base” content to help customers avoid contacting us, and live chat capability provided in the platform will also introduce efficiencies into the contact centre. Once the platform is implemented in the contact centre, it will be possible to produce accurate data on channel use and how that is changing over time and the resourcing implications of that change. According to Socitm Insight (May 2012), the cost of a face-to-face transaction is £8.62 and a phone/email transaction is £2.83, compared to a digital transaction at just 15p. Our research and analysis suggests it should be possible to shift the channel mix from an estimated current 18% digital (web + e-forms) to 50% within three years (30% information + 20% self-service).

The applications to be de-commissioned in year one of the proposed 5-year investment period, will deliver the first savings in the programme. Each subsequent year, more applications will be switched off, very likely at a faster rate, as the full range of platform capabilities extend and skills and experience grow. Targets for a reduction in FTE staff are shown in the finance section below.

3.8 It is not possible or desirable, we suggest, to spend the time and considerable money needed to create a full business case for investment in this area, particularly given the current difficulty in obtaining local data on customer channels. We propose therefore, that risks are managed by dividing the programme into “sprints” (using agile project methodology), and releasing money gradually from an approved fund. We strongly recommend Joint Strategic Committee delegate authority to the Enterprise Strategy Board for the release of funds for the “sprints” to avoid delays to project progress. We would also propose a quarterly members board co-chaired by the Cabinet Members for Resources to ensure return on investment is satisfactorily tracked and governed.

3.9 Cloud technology has the enormous advantage of being priced per user per month often with one-year contracts. It is possible to flex user numbers up and down on a monthly basis if necessary, providing great flexibility. Based on a possible technology stack scenario we are envisaging, we estimate the platform costs would be £90,000 in year one, which includes 30 “advanced” contact centre users and 100

operational staff users. This obviously includes all the hardware and support to keep the system up to date and running with 99.99% availability. This is the shift to “software-as-a-service”. As the platform is rolled out more widely, software costs will increase and this is accounted for in the financial profile below and in the appendix. Local infrastructure costs will reduce over time, but we have not “claimed” any in this profile as this is not yet knowable.

- 3.10 The IT skills required for the new world of cloud platform computing in the enterprise are new. All councils will face this challenge over the next few years. A&W need to bring in these skills in the first year to set up the architecture and then train internal staff. A clear transition path in the first year is set out in the appendix report, showing how the external support reduces as we move through the year one programme.

The Enterprise Strategy Board will ensure this transition takes place as part of its work, working with service areas on their service planning well in advance, identifying opportunities for a mix of savings and re-investment in digital. Also, the programme will engage colleges, universities and others in opportunities for placements, internships, apprenticeships and new junior roles.

From our own research it is clear that the following external resources will be needed initially:

Enterprise Architect
Productivity Manager
Product Manager
Solution Architect
Lead Developer
Developer

- 3.11 Each 20 day sprint would cost in the region of £72,800, reducing to £14,300 with good transition to internal resources being achieved during the year. The Enterprise Strategy Board will monitor the success of the digital delivery team and will **release funds incrementally**.
- 3.12 Security is of great importance and must be handled properly but also proportionately. We will ensure due diligence and the technology stack will be assessed by a qualified CLAS Consultant and penetration tested.

Concluding Remarks

- 3.13 There is a huge opportunity here to improve how well our citizens are served in this digital age. Without proper investment now in the transition, we will remain inflexible, difficult to reach and we will be unable to take advantage of the collaboration potential of technology with partners and communities. We would be kicking the can down the road. On-premise silo-based IT will go over the next 10 years. Indeed, it is already happening. Adur and Worthing is well-placed to make the transition at the right time (the technology available now is extremely exciting), to get ahead and do it right. We must get the new technology in place and then we will be able to build and deploy new applications at pace, enabling rapid transformation across the business.

Digital customer service is fast becoming a standard expectation of customers now. However when citizens want something done by the council, they still pick up the phone or walk into our customer service centres for lack of a good enough digital service. There are a great many tasks that should be done on the digital channel, helping us safeguard face to face services for those that need them, and for more complex issues.

3.14 What kind of services can we expect to come from this programme?

By implementing a cloud productivity suite (emails / documents), we would gain the following kinds of benefits: the ability to use any internet-connected device for email and calendar (a bring your own device policy becomes eminently possible); the ability to share documents without attaching them to emails; the ability to collaborate on documents literally at the same time, helping with version control issues and speeding up work; the ability to video conference easily, making home-working much more feasible. We would also set up a higher domain for all public services in the area, giving us the chance to attract other public sector partners into the domain, enabling much better collaboration and giving them an easy way to undertake their own transition and save money.

With a customer platform, tight integration with social media channels is provided. It is possible to “listen” to conversations on social media, and bring those in as a case to manage, replying via social media and keeping everyone informed. Customers might use the reporting app we would build, taking a photo and sending it straight into our customer platform for processing. But they might just choose to tweet about it. We can potentially “spot that” and bring it in to the system as a case to be managed. The technology will allow us to work with customers in the channels they choose.

Customers often progress chase. They want to know where their request is in our system and what’s happening. With a customer platform it is possible to build processes and configure automatic updates to the customer as they choose. As each stage is completed, SMS messages can be sent automatically to the customer, reassuring them and preventing them phoning in. Technology built and deployed in this way will make us excellent at the basics of customer service, and efficient at how we handle our work processes.

This will be a 3-5 year journey. There is a lot of work to do. Some projects may struggle or fail as they depend on many factors, including the readiness of services to be transformed. There is a lot of culture change work to be done here.

But we strongly recommend this approach to the councils. This is the way to enable the shift to digital customer services and far greater staff productivity, while managing the financial risk through a gradual release of funds based on programme performance. We ask Committee to make the financial commitment to create the fund that will give the programme clear authority and momentum.

4.0 Legal

- 4.1 Section 1 Local Government (Contracts) Act 1997 confers power on the local authority to enter into a contract for the provision of making available of assets or

services for the purposes of, or in connection with, the discharge of the function by the local authority

- 4.2 Section 1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 4.3 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 4.4 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.
- 4.5 The Council must comply with the Data Protection Act 1998 and the principles within, including:

Principle 7 - Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data

Principle 8 - Personal data shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data

- 4.6 The Council must comply with its Contract Standing Orders and the Public Contract Regulations 2006.

5.0 Financial implications

- 5.1 The Council currently funds substantial spend on IT systems, support and software through the revenue budget:

Current cost of digital infrastructure, support and systems

	2014/15 Budget £
Staff	600,510
Software and hardware maintenance	347,665
One-off projects	80,140
Other supplies and services	93,395
Recharges	9,990
Client budgets	25,090
Total CenSus budget	<u>1,156,790</u>
System Support Team	160,540
Total software funded from departmental budgets	798,870

Total Digital costs funded from revenue budgets	2,116,200
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In addition, the Council also funds significant annual capital investment in replacement infrastructure, systems and equipment. The Councils approved 2014/15 capital budgets of £334,000 in addition to the revenue budgets above.

- 5.2 The report outlines a strategy to rationalise the amount spent of software by procuring generic platforms, which can be tailored to meet the Councils' needs. Members should be aware that in the first few years, the Councils will need to invest in both the new software and the legacy software as the Council transitions from one set of software to the next:

	2014/15 £	2015/16 £	2016/17 £	2017/18 £	2018/19 £
Current cost of software - procured directly or via CenSus	1,064,700	1,064,700	979,510	851,750	638,810
Assumed level of saving			8%	20%	40%
Cost of new software	3,000	90,000	126,000	198,000	198,000
New cost	1,067,700	1,154,700	1,105,510	1,049,750	836,810
Additional cost / saving (-)	3,000	90,000	40,810	-14,950	-227,890
Cumulative cost of saving		93,000	130,810	115,860	-112,030

- 5.3 In addition, to maximise the benefit of these new platforms will require the Councils to invest in specialist professional services initially. The intention is to commission specialist advisers to support the implementation of the new platforms, introduce effective agile development methodology and transfer skills to internal staff. The scale of the investment in the first year of the project is likely to be substantial and in the region of £520,000. This is to be used to fund a series of 'sprints' as follows:

	Cost per 'sprint' £	Overall cost £
Sprint 1 - 3	72,800	218,400
Sprint 4 - 6	53,000	159,000
Sprint 7 - 9	33,000	99,000
Sprint 9 - 12	14,300	42,900
		<u>519,300</u>

The intention is to pause after each sprint to ensure that the expected benefits will be levered in over the next 2 – 3 years. As part of the programme, the in-house staff will be taught how to use the new tools and the council will gradually become less dependent on external support.

- 5.4 Part of the strategy also considers what 'productivity tools' (email/documents) the Councils should use to enhance staff productivity and mobility. This initial analysis shows that there is likely to be a cost to the Councils over the first couple of years as the Councils migrate from one to another but ultimately the change should offer the Council a small saving:

Current budget	2014/15	2015/16	2016/17	2017/18	2018/19
	£	£	£	£	£
Microsoft - Current licencing costs	68,500	68,500	68,500	68,500	68,500
Alternative provider (pessimistic case)	68,500	80,100	70,600	63,500	63,500
Growth / Saving (-)	0	11,600	2,100	-5,000	-5,000

- 5.5 Consequently, overall the Councils will need to invest over the next few years as follows:

	2014/15	2015/16	2016/17	2017/18	2018/19
	£	£	£	£	£
Software	3,000	90,000	40,824	-14,950	-227,890
Productivity	0	11,600	2,100	-5,000	-5,000
External Support	72,800	446,500	0	0	0
	<u>75,800</u>	<u>548,100</u>	<u>42,910</u>	<u>-19,950</u>	<u>-232,890</u>
Cumulative cost	75,800	623,900	666,810	646,860	413,970

Members at this stage are asked to release sufficient funds to support the planned expenditure in 2014/15 and 2015/16 which totals £623,900. This is to be split indicatively on a 40% (Adur) and 60% Worthing basis. However, if any work relates specifically to the HRA, the HRA will be charged directly for this and the residual amount will be allocated on a 40/60 basis.

- 5.6 This investment needs to be considered against the potential gains that the Councils may make. The Councils Customer Services Team currently costs:

	Current 2014/15 budget £
Staff	782,530
Supplies and Services	19,970
Recharges	270,580
	<u>1,073,080</u>

In addition, staff within the services will also spend considerable time dealing with customer contacts.

- 5.7 The digital strategy looks to reduce the amount of overall contact with the Council by providing easy to access and reliable digital information and services. The strategy will also seek to move customers towards less expensive means of accessing

Council Services. Ultimately this will mean that the Council can reduce down the number of staff dealing with customers. It would not be unreasonable to assume that the Council should be able to lever in staff savings from this strategy of at least:

	2016/17	2017/18	2018/19
	£'000	£'000	£'000
Annual saving	200*	400	600

*This equates to approximately 7 fte per year.

- 5.8 Nevertheless, there will need to be a rigorous approach to benefit realisation to ensure that these savings are indeed delivered. Members will receive regular updates via the monitoring reports on progress in implementing the digital strategy.

6.0 Recommendation

That Joint Strategic Committee is recommended to:-

- (i) approve the proposed investment in new technology;
- (ii) approve the governance arrangements as set out in paragraph 2.12 and 3.8 and in more detail in the appendix;
- (iii) recommend to each Council to approve the release of funding from the Capacity Issues Reserves as follows:
 - Adur District Council £249,560
 - Worthing Borough Council £374,340

Local Government Act 1972 Background Papers:

Appendix A: Adur & Worthing Blueprint Report [Public]

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

Contact Officer:

Paul Brewer
Director for Digital & Resources
paul.brewer@adur-worthing.gov.uk

Schedule of Other Matters

1.0 Council Priority

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

2.0 Specific Action Plans

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

3.0 Sustainability Issues

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

4.0 Equality Issues

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

5.0 Community Safety Issues (Section 17)

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

6.0 Human Rights Issues

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

7.0 Reputation

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

8.0 Consultations

8.1 None so far

9.0 Risk Assessment

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

10.0 Health & Safety Issues

10.1 None identified

11.0 Procurement Strategy

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

12.0 Partnership Working

12.1 None at present



ADUR & WORTHING BLUEPRINT REPORT

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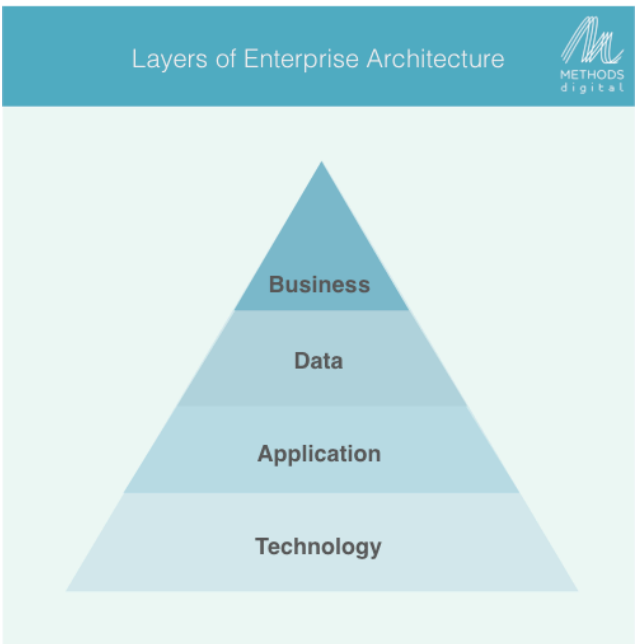
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EXECUTIVE SUMMARY

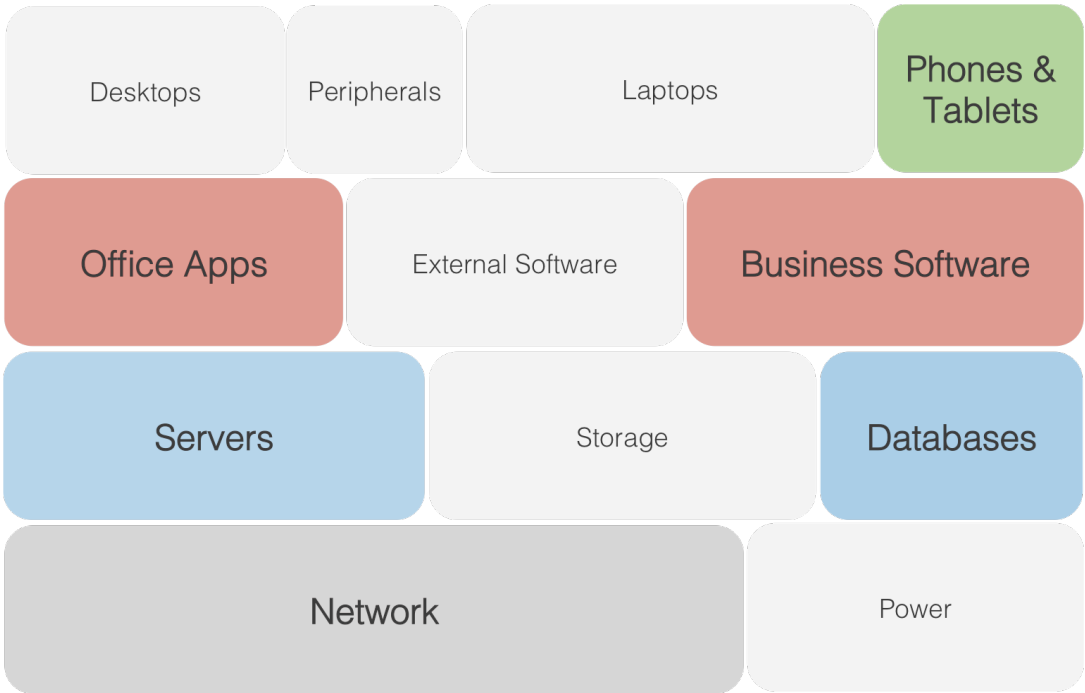
PURPOSE

Adur & Worthing Councils have set a clear vision for their approach to redesigning service delivery around their customers. This Blueprint allows A&W to consider their current technology position and future state. It gets under the skin of what is and isn't working across the business to ensure that the future technology approach supports the organisational objectives. In essence, it creates the foundation of a strategic approach to technology that will enable innovation on all layers of the organisation.



FINDINGS

There were four key problem areas identified during the creation of the Blueprint.



UTILITIES

This was one of the major reasons for a recent outage that caused an organisation-wide perception of infrastructure failures. Two of these incidents were due to Uninterruptable Power Supply / Generator malfunctioning which caused an outage in the CenSus Data Centre. Another situation related to the inaccessibility of the telephony system, further perpetuating a lack of trust in utilities.

INFRASTRUCTURE

These issues mostly related to service desk and issue escalation, but also with systems performance. For example, capacity planning and disaster recovery solutions were either insufficient or non-existent. This reflects a slow Citrix environment and unresponsive applications. Furthermore, due to the dual management between infrastructure and applications there is no overall information and communication channel between the teams. This has created a huge technology gap and unclear responsibilities when issues emerge.

There is a perception that infrastructure is the primary cause of issues at A&W, however, this was often not the case. Some of the discovered issues were misleading as there was no clear responsibility and controls in place to manage such situations. Unclear workflows and processes are the main cause of this confused current state.

APPLICATIONS

At the application layer we discovered a lack of governance. There are few rules and principles regarding data, application and project management. Current resources mostly manage supplier relationship and support. There is no asset management or application inventory, which has led to an ineffective and confused range of apps, some of which perform the same function as another. The overall picture is a landscape of hundreds of applications, most of them without any usage information or recorded purpose.

GOVERNANCE

This is a vital process missing from the organisational structures and processes. A lack of governance has led to unclear management situations and disorganised responsibilities. This is further complicated by an unstructured process to procuring new technology or services often without involvement of CenSus or the Apps team.

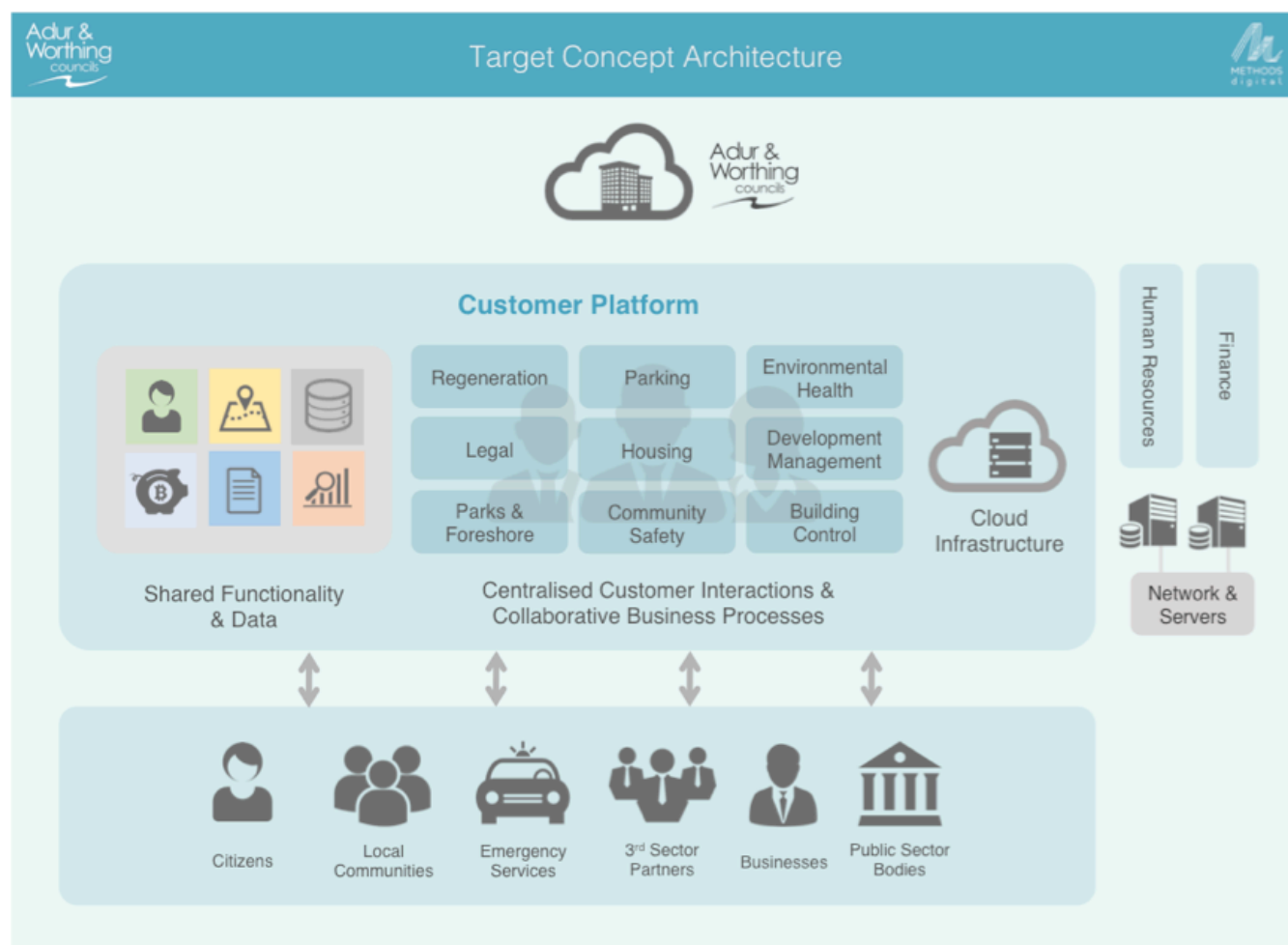
WAY FORWARD

Technology needs to become a strong driver for business and customer needs at A&W. This means moving away from buying, managing and developing technology products as a silo'd organisation. New solutions will be procured with consideration of existing capabilities. Core technology will be brought in-house and resources will be shared across the relevant business areas via a centralised governance and procurement process. The following recommendations will be the driver of A&W's Roadmap:

- Aggregate** Applications duplicated by different areas and business functions should be consolidated and used as a shared commodity under a common data strategy.
- Procure & Manage** Use of strong governance and the best tools to procure and manage contracts with suppliers.
- Consume** Capabilities should be consumed using an enterprise-wide set of specifications, rules and principles so different areas can use them to meet business needs.
- Commodity** Business capabilities should be met with cloud-based, on-demand technology platforms. Characteristics should include elasticity, manageability, affordability, resilience and scalability.
- Standardise** Where possible business capabilities should be met through standardised public cloud offerings. As a result, A&W may need to redesign some of their business processes.
- Strategy** Technology should be viewed and run as strategic asset across the whole organisation. This will encourage better governance and improved monitoring capabilities.

TARGET CONCEPT ARCHITECTURE

This diagram conceptualises the target architecture at A&W. The business is brought together around a common platform to share functionality and data. Applications and data are hosted in new cloud infrastructure. Customer records and processes are shared collaboratively across the organisation to allow for new digital interactions with citizens, businesses and partners. The existing architecture remains but is greatly reduced over time to those applications that are not suitable for the customer platform environment. These few remaining applications can then be re-evaluated for their infrastructure requirements.



ROADMAP

The roadmap for A&W is focused on an initial six-month delivery programme to establish a new technology platform for building innovative customer-focused digital apps. Following this roadmap will create an independent, resilient and scalable place for data, apps and systems. This will allow A&W to move away from their current technology landscape and design new digital services for their customers. The roadmap recommendations across the 3 discovery areas are summarised below:

Platform

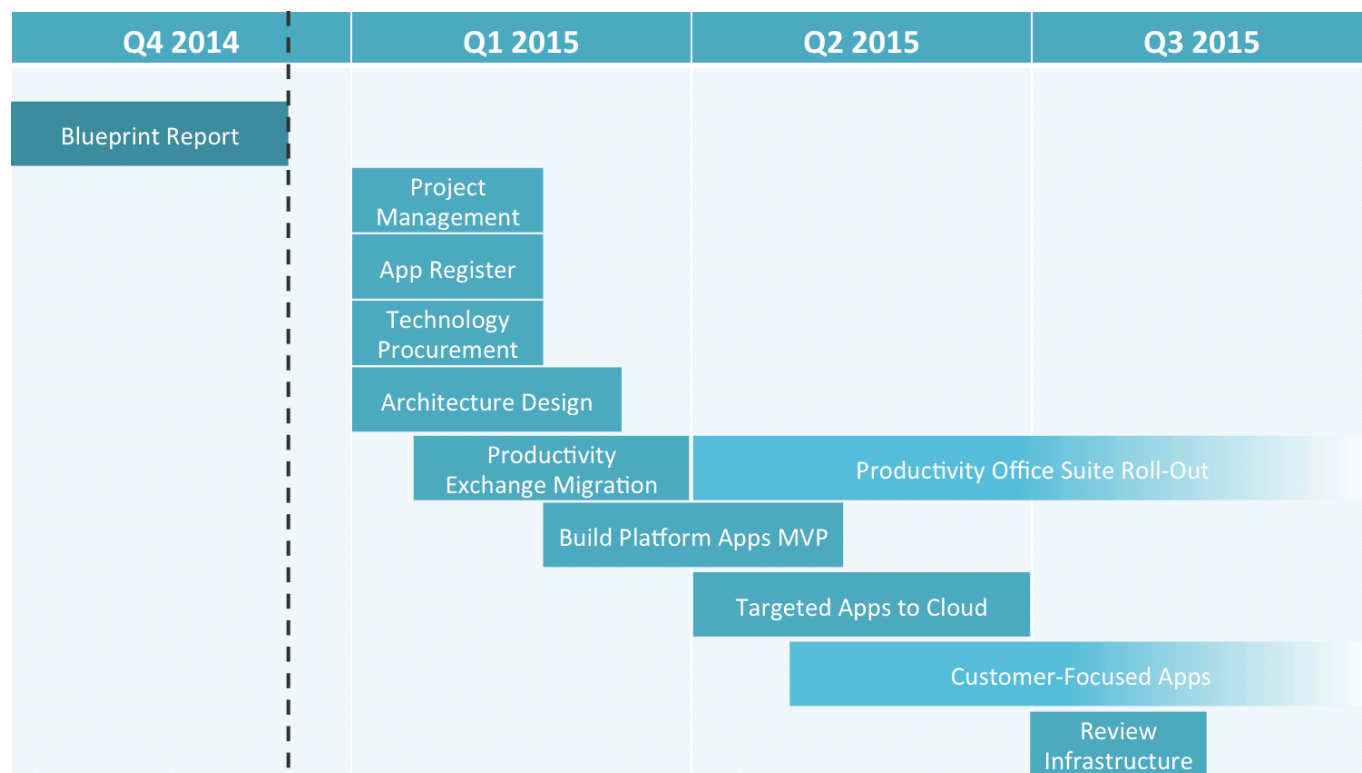
A new customer platform will be the focus of the digital roadmap for A&W. It will establish a platform for consolidating A&W's hundreds of different applications and databases into a single, relevant and aggregated solution. It will provide core capabilities on which improvements to the technical landscape can be made. This is where the new customer-focused apps will be designed to drive transaction efficiencies by offering new digital interactions with customers, businesses and partners.

Productivity

A new cloud-based productivity suite will rapidly introduce new collaborative tools for A&W. It will begin by migrating the exchange services (I.e. Mail & Calendar) onto the cloud and then phase in the cloud migration of the office suite (I.e. Word processing, spread sheets, presentations etc.). This will shift internal working culture to enable collaboration and flexible working.

Infrastructure

Based on the blueprint findings, we believe that the infrastructure issues can best be dealt with by fundamentally changing the way technology is consumed at A&W. Lifting and shifting the existing infrastructure to the cloud was considered but was dismissed due to the complexity of the current architecture. It would not deal with the underlying issues at the application layer. By adopting the platform-based approach outlined, A&W can create infrastructure free capabilities that are independent from current infrastructure arrangements. Once this process is underway we would recommend exploration of moving the remaining legacy capabilities to a cloud-computing platform.



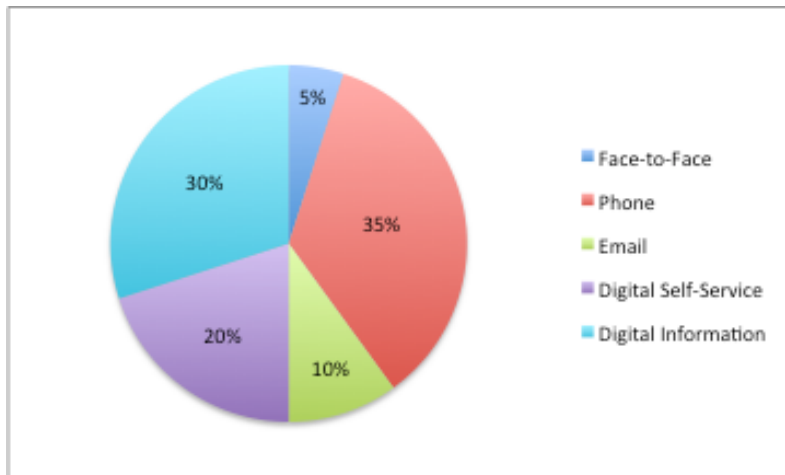
RISK-BASED AGILE APPROACH

The delivery of products will be managed using an agile approach. This means that products to be developed will be identified and prioritised using the Epic Assessment criteria identified above. Once prioritised, a Product Approval Request will be taken to the relevant governance group that will contain the scope, benefits, costs and success measures of the product. Once approved, this will release the delivery team to initiate one or more sprints to develop the relevant product. Taking this approach will allow A&W to monitor spend and manage return on investment as the delivery team gathers momentum. A&W will have the flexibility to try new innovative approaches and create agility to change direction as the programme progresses.

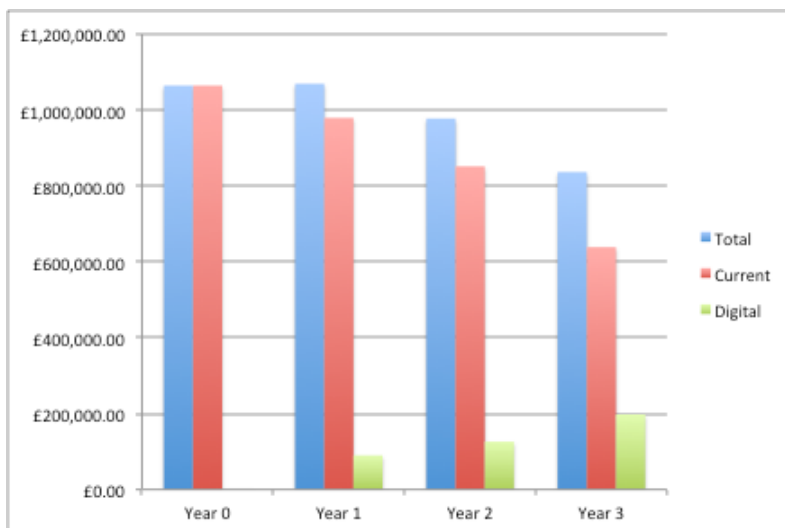
INVESTMENT REQUIRED

Investing in a Platform approach to technology can enable transactional efficiencies, decommissioning of legacy applications and significant customer benefits.

PLATFORM

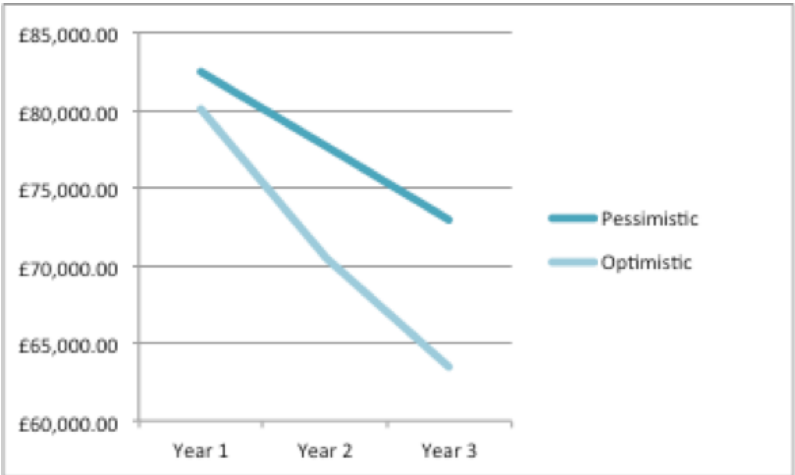


A&W have set targets for shifting transactions towards cheaper digital channels. If these targets are met, A&W will be able to reduce head count by **£200K** per year starting in 2016/17.



A&W currently spend **£1 million** on applications. If A&W adopt this approach and reach the set targets, they could reduce this spend to **£836K** (Including new platform technology costs)

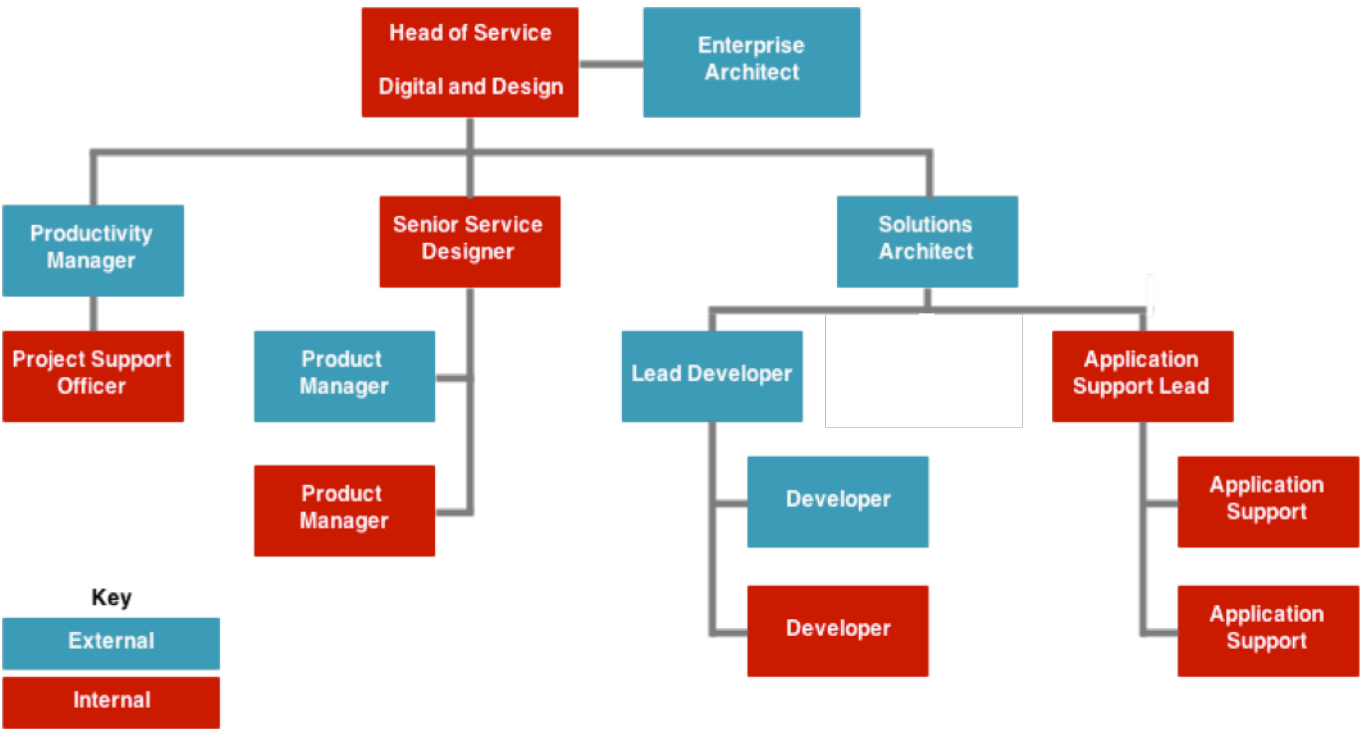
PRODUCTIVITY

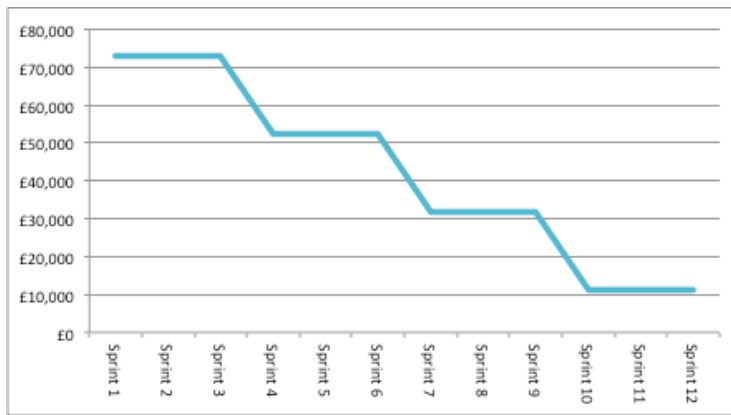


A&W currently spend **£68K** on their on premise productivity suite. A new cloud suite could initially cost **£80K** but reduce to **£63K** within 3 years of optimistic adoption across the organisation.

RESOURCES REQUIRED

Becoming a digital council will require significant redesign and change on all levels, including people. This transformation will require multiple new skills & competencies that are not currently available in A&W or CenSus. We suggest that A&W establish the following Digital Team to support the recommended roadmap of activity:





In order to deliver the digital roadmap, we have estimated an investment of **£72K** per 4 week sprint. We have advised that A&W actively monitor and pursue the reduction of these costs by up skilling their internal staff. The target state digital team should cost approximately **£14K** per 4-week sprint.

These transitions should be managed with the up skilling approaches as outlined below:

Project Governance

Overarching project governance to support the delivery and protect them from being over burdened with legacy workload during the phased approach.

Mentoring

1:1 mentoring from external resources to give detailed knowledge transfer and on the job training.

Shadowing

Following an observing the digital team either full-time or part-time to start the knowledge transfer process.

Training

Formal training in the tools and methodology relevant to the Digital Team activities.

Agile Learning

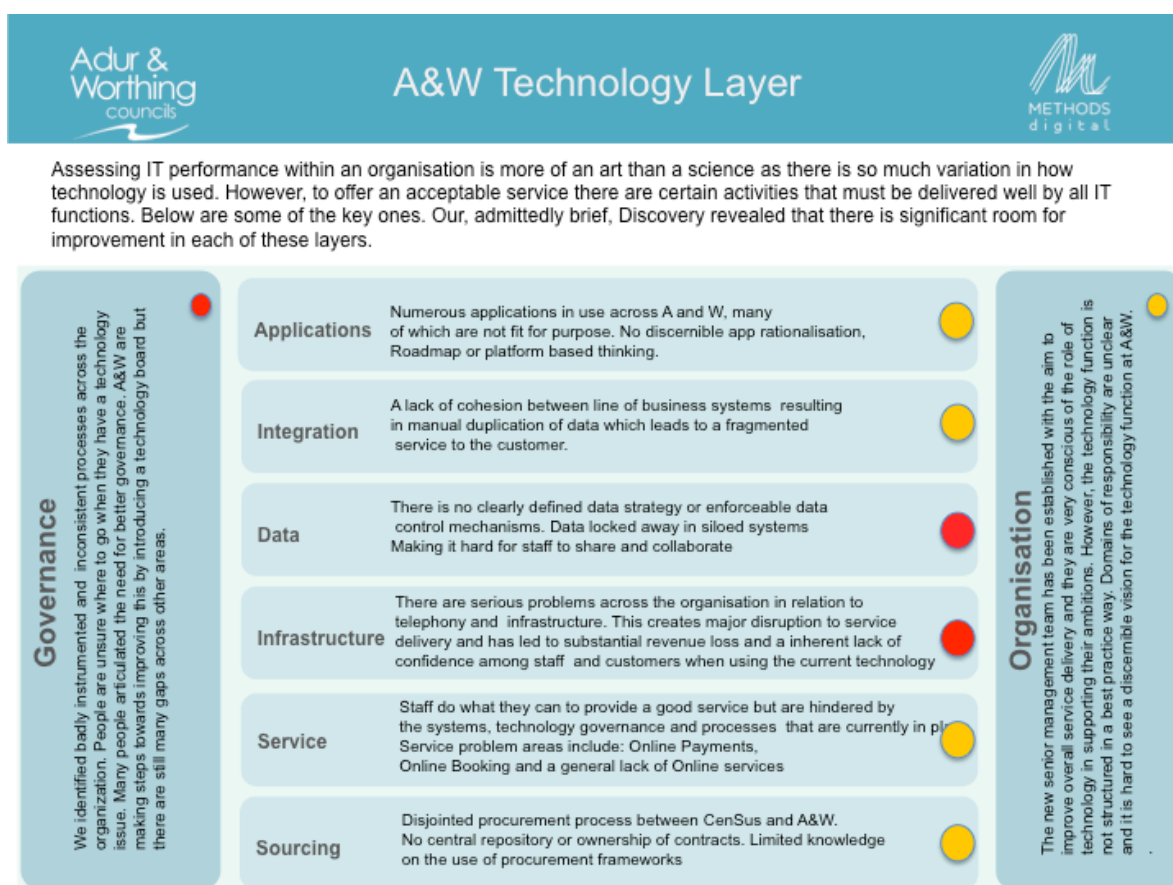
The willingness to learn 'on the fly' and pick up new skills as they are required. These skills will then be iteratively honed in as the team delivers.

Knowledge Repository

Use of knowledge base tools to build up and share collateral and information to support the delivery team.

INTRODUCTION

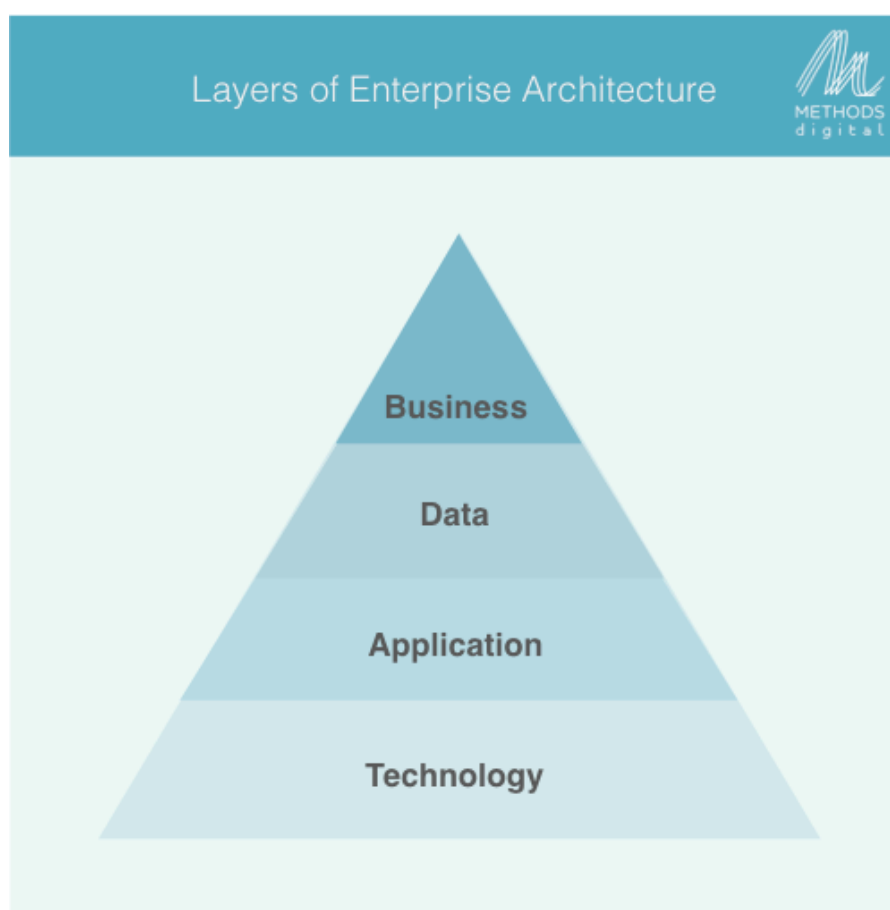
Adur & Worthing Councils have undertaken a detailed Discovery into their organisation and have set a clear direction of travel for their approach to redesigning service delivery around their customers. The Discovery unearthed that A&W does have some serious issues across all architectural layers of the organisation in business, data, applications and technology. Perhaps more importantly, those issues are currently having a serious impact on the experience of A&W's customers, staff and other stakeholders. A&W's vision aims to address fundamental problems and explore new opportunities by investing in the future of service delivery.



In order to fully understand the current state and set a clear roadmap for how to realise their vision, A&W have created a Technology Blueprint. This outlines the path away from current problems such as silo'd data, legacy technology, low adoption, duplicated capabilities and lack of architecture-led technology provision. It defines a new strategy towards technology and how it can enable customer-led service design.

PURPOSE

So why do a Technology Blueprint? The Blueprint allows Adur & Worthing to consider its current technology position and future options across the organisation. Taking time to test assumptions, it gets under the skin of what is and isn't working across the business and ensures that its future technology approach supports its objectives. It reviews and considers technology away from the constraints of organisational silos and the demands of day-to-day business. In essence, it creates the foundation of a strategic approach to technology that will enable innovation on all layers of the organisation.



The Technology Blueprint is typically created using a methodology that enables organisations to define a target technological state. It outlines the current architectural position, the capabilities that are needed to meet the target state and offers recommendations on how the transition from baseline to target state can be reached.

By applying the blueprint, organisations can make quicker, better and more efficient technology decisions. However, it is important the blueprint does not become an end in itself – it risks becoming highly academic, impractical and frankly intimidating to non-technologists. We have tried to take the best bits of the process and blend them with a pragmatism that matches the needs of Adur & Worthing.

With this in mind, at a more tactical level, this report captures:

- Adur & Worthing's current technology state
- A review of the current state in light of the vision
- Key enterprise capabilities that Adur & Worthing technology must deliver to the business
- Architecture and recommendations across the layers outlined above
- The non-technological recommendations required to enable the vision – For example, Governance
- A profile on the financial and resource implications of implementing the vision.

Finally, the blueprint should be an iterative, agile process enabled by a flexible methodology. This allows organisations to “get started”, iterate and refine whilst business continues as usual. Subsequent iterations of the blueprint will drill down into the appropriate level of detail to address targeted priority areas.

WHAT IS A TECHNOLOGY BLUEPRINT?

For non-technologists the “picture” of where Adur & Worthing needs to invest and change its approach to technology is contained in the Digital Roadmap section.

This section is aimed primarily at technologists and those within Adur & Worthing who need a more detailed understanding of the methodology and detail of adopting an architectural approach to technology across the group.

The blueprint documentation portfolio is used to present a holistic view of Business, Data, Applications and Technology across an organisation. There are a number of industry-standard methodologies used to describe blueprint, however the most prevalent, flexible and easily accessible model is that of the TOGAF standard which is described in detail here:

<http://www.opengroup.org/subjectareas/enterprise/togaf>

TOGAF (“The Open Group Architecture Framework”) focuses on four domains within the organisation:

Business: Defines the business strategy, governance, organisation, and key business processes.

Data: Describes the structure of an organisation's logical and physical data assets and data management resources.

Applications: Provides a blueprint for the individual application systems to be deployed, their interactions and their relationships to the core business processes of the organisation.

Technology: Describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. This includes IT infrastructure, middleware, networks, communications, processing, standards, etc.

METHODOLOGY

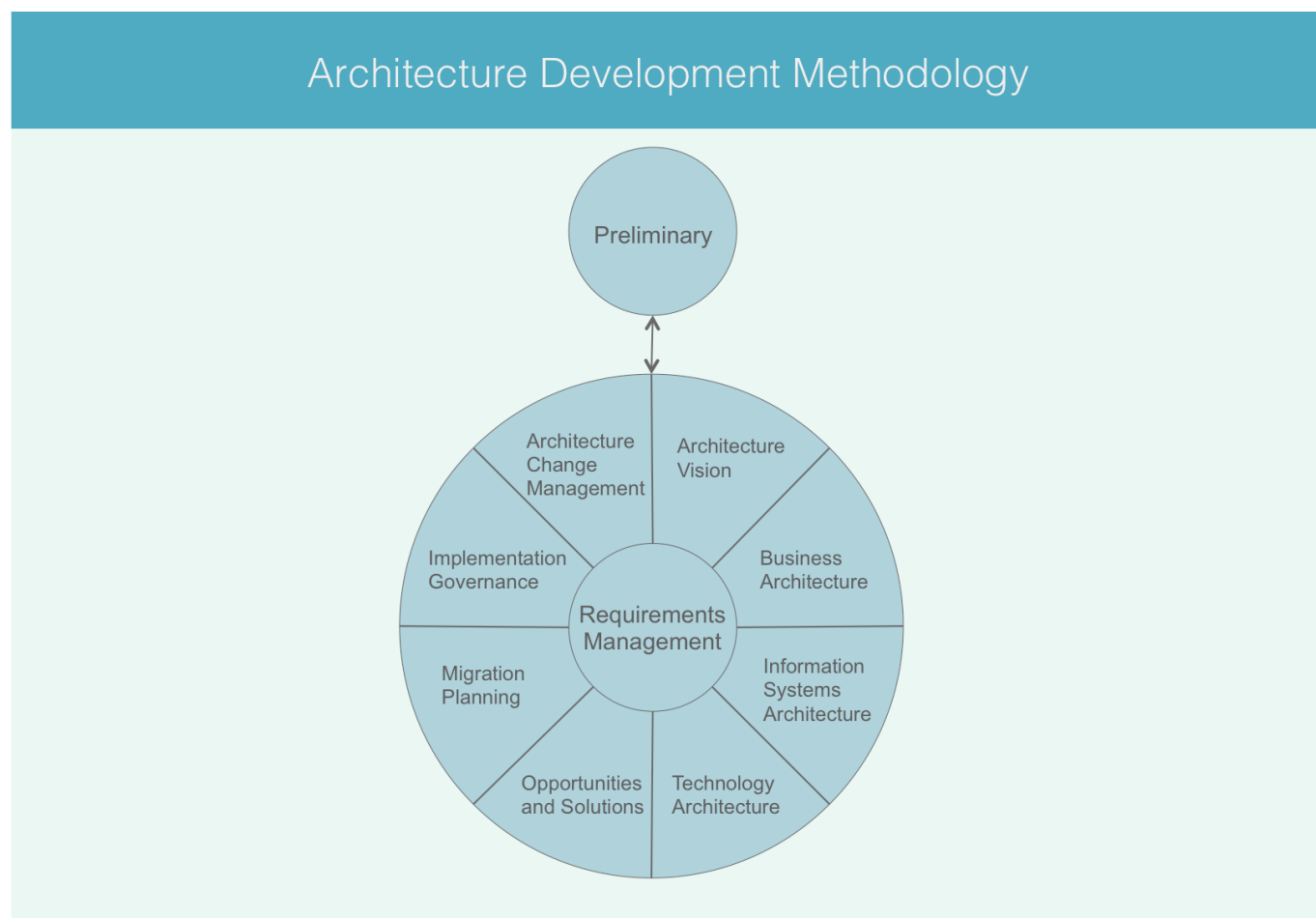
The Architecture Development Methodology (ADM) is a sub-component of the TOGAF model. The ADM has four distinct phases;

1. **Discovery:** Defining the high-level vision and strategic principles.
2. **Architecture Development:** Systematically describing the baseline architecture and developing target architecture across the four architecture domains.

3. **Transition:** Identifying and prioritising projects to migrate to the target architecture.

4. **Governance:** Establish governance and change management processes to manage Implementation of the architecture.

These are the domains considered within the context of the ADM when designing a target state architecture; these are therefore the domains that have been considered during this Technology Blueprint. The review phase aligns with the 'Discovery/Preliminary' phase of the ADM as set out in the following diagram:

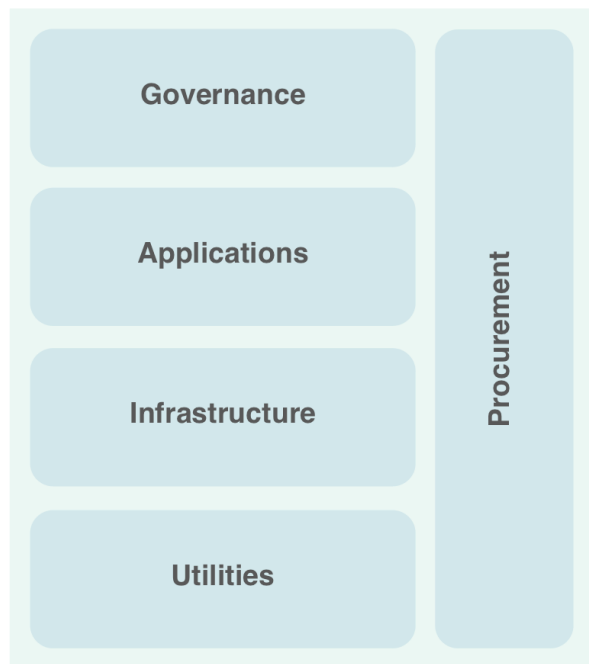


ENTERPRISE ARCHITECTURE

CURRENT STATE

Technology at A&W comprises five key elements. Each presents some considerable and identifiable flaws.

Starting from the core, we've identified utilities as one of the major reasons for recent outages that caused an organisation-wide perception of infrastructure failures and unexplained events. Based on the information given, two of these situations were reported as UPS/Generator malfunctioning and supplier issues with repairs. This caused an outage in the infrastructure layer (the CenSus Data Centre). Another situation related to the inaccessibility of telephony systems, further perpetuating a lack of trust in utilities.



We have identified some issues with the infrastructure layer, mostly related to service desk and issue escalation, but also with systems performance. For example, capacity planning and disaster recovery solutions were either insufficient or non-existent. This reflects a slow Citrix environment and unresponsive applications. Furthermore, due to the dual management between infrastructure and applications there is no overall information and communication channel between both teams. This has created a huge technology gap and unclear responsibilities when issues emerge.

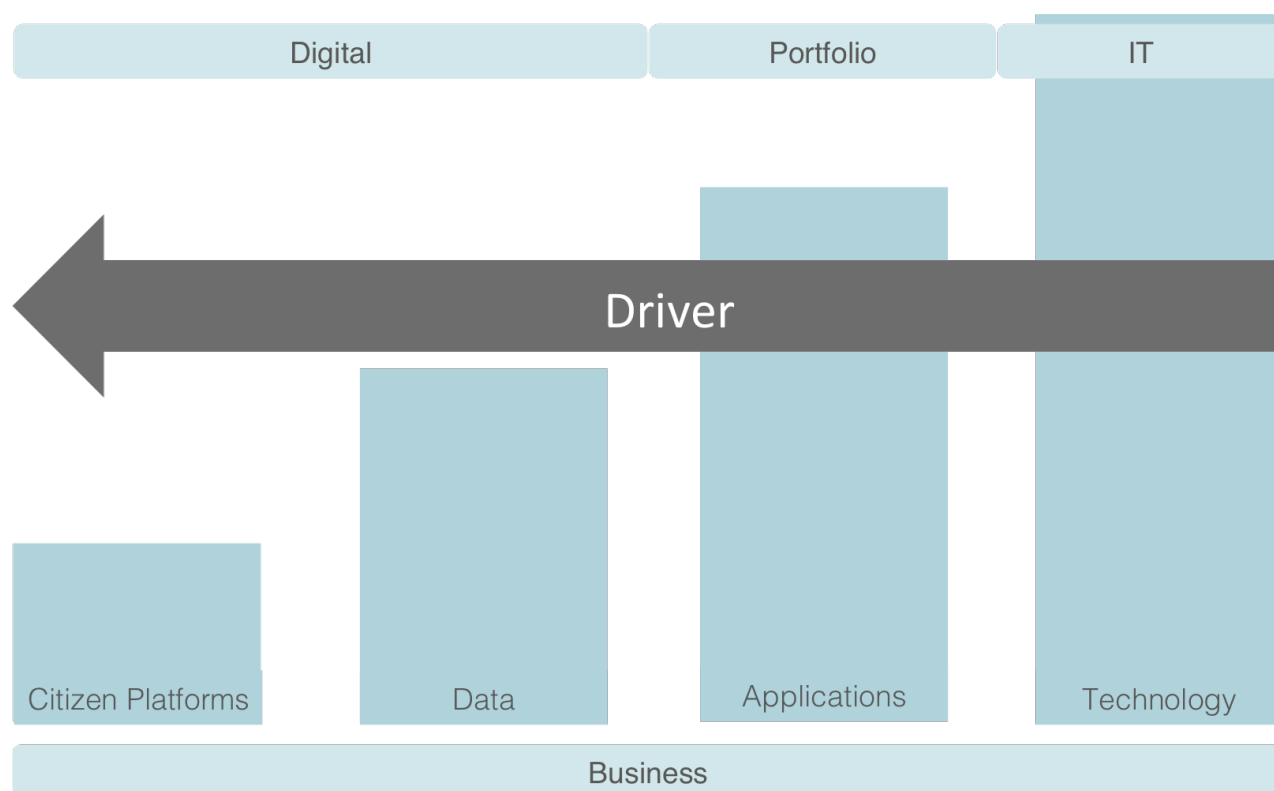
At the application layer we've discovered a lack of governance. There are few rules and principles regarding data, application and project management. Instead we've found that current resources mostly manage supplier relationship and support. There is no asset management or application inventory. This has led to an ineffective and confused range of apps, some of which perform the same function as another (e.g. booking, forms, etc). The overall picture is a landscape of hundreds of applications, most of them without any usage information or recorded purpose.

At the top layer of the current technology state we consider governance as a vital process missing from organisational structures and processes. A lack of governance has led to unclear management situations and disorganised responsibilities. This is further complicated by an unstructured process to procuring new technology or services often without involvement of CenSus or the Apps team.

However, **perception is King**. We discovered that some issues and problems were in fact misleading due to the fact that there was no clear responsibility and controls in place to manage such situations. Unclear workflows and processes are the main cause of this confused outlook.

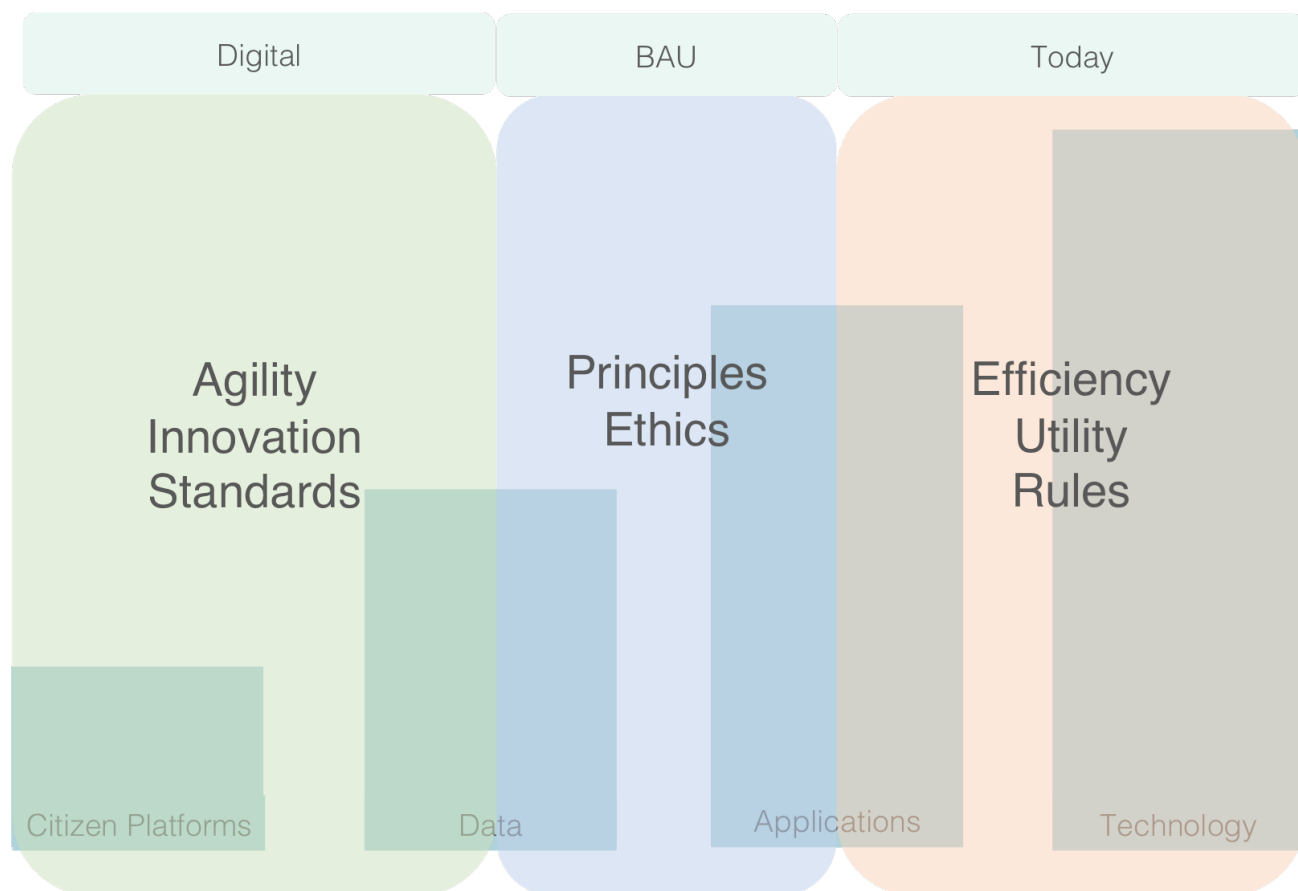
CONTEXT OF THE VISION

In order to achieve the vision of a digital Council, the current approach to technology will need to change. Technology should have purpose at A&W, which is to serve as an enabler, support current Council activities and provide a platform for customers where digital services can be built. Moving towards as-a-service and a platform-based technologies to deliver capabilities with a robust application portfolio will drive innovation towards data and customer platforms. IT will need to drive A&W as a whole, looking at technology across all business areas.



Today we can see that technology is everywhere at A&W, but it should be run and managed as a utility, with rules and efficiency. Applications and Data are current business operations that will continue to exist. Principles and rules should be set in order to properly manage operations and create a common ground with technology to drive the future of A&W; data and citizen platforms.

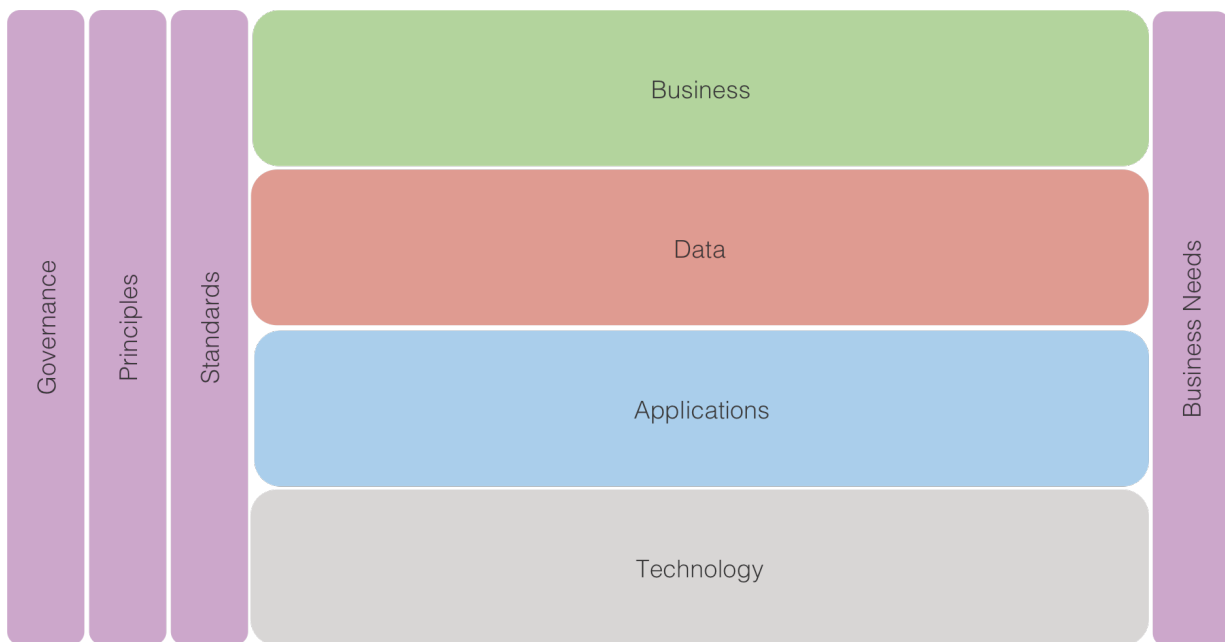
This Data and Citizen Platforms information needs to be managed as an innovation and with agility to experiment, react, produce and interact often. This will allow A&W to understand customer needs, build council relevant digital services and improve customer-facing content. By consolidating and sharing data from different systems and applications, information will become the most important asset at A&W.



GOVERNANCE

One of the key themes found during Discovery and the enterprise architecture review is the need to adopt robust governance across the organisation to enable more flexibility and agility in delivery. Getting governance right can help to radically change the pace of innovation.

Governance can be defined as a framework to maintain alignment between business strategy and technical evolution. It ensures that effective technology decisions are made, offering tangible business benefits and appropriate return on investment. Roles, entities and process, principles, rules and standards combine to provide a unified governance model required to support the delivery of the architecture across all the business domains.



The only thing that should slow the pace of product release is the speed at which users can adapt to change.

Governance is divided into 2 areas:

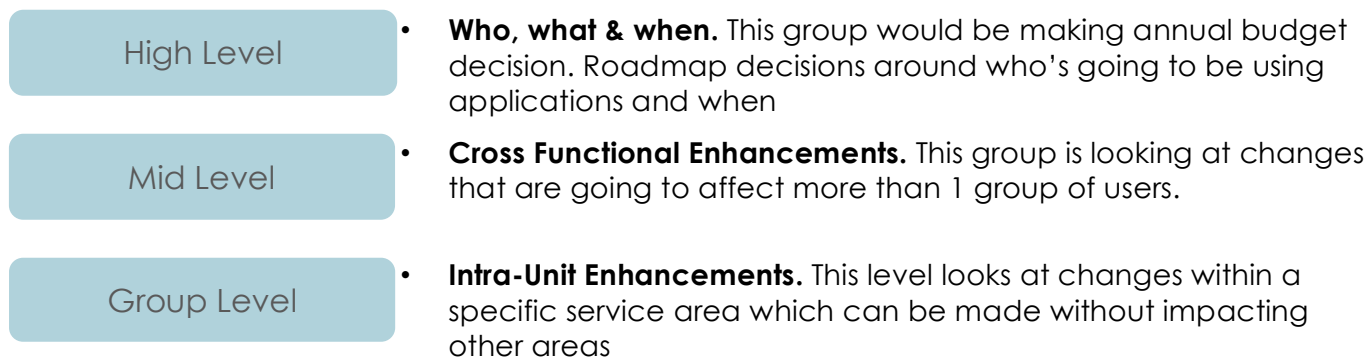
Decisions: Based on what you want to do? And how you intend on doing it?

Delivery: Based on getting it done and ensuring it's done to the agreed time, cost & quality

GOVERNANCE BOARD

A Governance Board implies a single group, but is actually broken down into different group layers. It's about setting up the decision-making body or bodies that will determine how you spend your time and money; this can be anything from a little change to significant enhancement up to a large project.

The graphic below abstracts a typical example of the layers within a governance board



WHAT THIS MEANS FOR A&W

It is universally understood at A&W that a lack of governance or acknowledgement of ownership and accountability are having a negative impact on the way IT is perceived, delivered and consumed across the organisation.

There is a pressing need to invest resources in agreeing upon and implementing a robust governance model. Although initially strong, the new model will require continuous monitoring and may require flexibility where necessary.

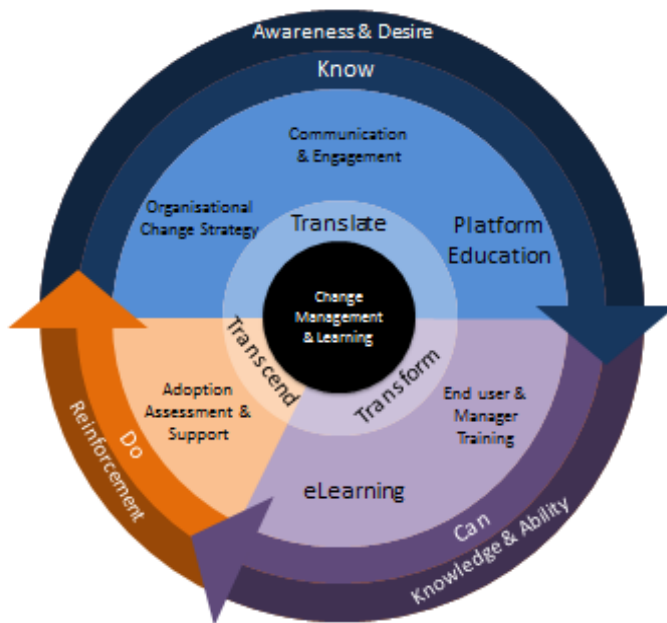
There is currently a lack of transparency between management of current legacy applications and the infrastructure stack supporting them. The new model will mean better communication and visibility between the applications and infrastructure teams. It will both remedy current legacy issues and provide an essential foundation for a successful digital transformation.

The Contact Centre at A&W currently has to manage hundreds of independently acquired applications from service areas across the Councils. The improved governance model will change the way in which applications are assigned across the service areas. It is crucial to eliminate the proliferation of single points of failure such as a loss of individuals with specific technical skills related to a single application. Application governance needs to change to a combined ownership model where platform-based applications are owned and maintained by multiple service areas. This will require careful consideration of new technology acquisitions to ensure compatibility across the organisation.

A new governance model will encourage forward thinking and preparedness. A&W's current issue with applications at end of life, sustained only by one-year maintenance contracts is one example of the way in which their current lack of governance is inhibiting a long-term strategy. A new governance model will cure a lack of planning of replacement applications and thinking around sustainability of solutions.

CHANGE MANAGEMENT

Change management is a key factor in cloud adoption. This is not about deploying changes to production; this is about organisational change and is focused on the people side of change. Using cloud technology gives you the ability to build and deploy changes very quickly so you need to give constant attention to helping users understand, accept and adapt to those changes. The graphic below describes the continuous process of change management.



Awareness & desire Letting people know what's happening and making them want to change.

Knowledge & Ability: End user training, management training, giving people the skills & ability to adapt

Reinforcement: Despite the small wedge this is a key area to pay attention to. This is about measurement, are people using the new products? What's the adoption rate?

As a local authority A&W will need to implement a strong and well-structured change management process.

Good change management at A&W should lead to:

- Acceptance and understanding of change across the organisation
- Faster response to customer demands
- Improved employee morale and productivity
- Anticipation of future challenges to avoid fire fighting.
- Developing leadership and best practices
- Increased ROI

INFORMATION GOVERNANCE

In order to drive innovation towards data and customer platforms, a robust approach to information governance must be adopted across the organisation. As products are developed, information will need to be assessed as a whole and broken down into its constituent assets. Adopting a smarter, more selective and pragmatic approach to information security saves valuable resources whilst at the same time staying within an acceptable level of risk.

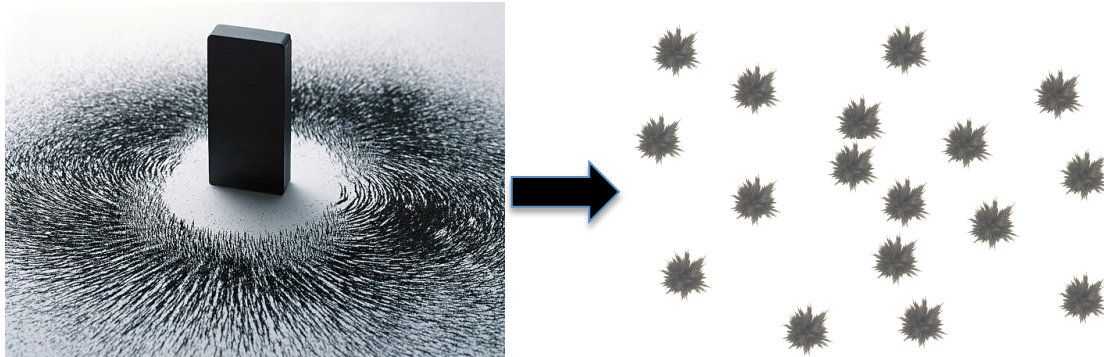
A smart, pragmatic approach to information security distinguishes between the needs of publicly available and sensitive information assets, focusing attention on protecting those information assets the establishment of more cost effective controls. There are a number of key principles to A&W consider.

Adopt a new Information Assurance mind-set and risk posture: Achieving a pragmatic balance of Information Governance and risk requires a fundamental shift in the way Information Security is managed. More emphasis should be placed on how to enable and support the business and ICT in the interpretation and application of risk-based principles. Altering the focus of IA will allow A&W to successfully unlock the potential of Digital whilst maintaining a responsible and appropriate level of data protection

Update Information Governance and related policies: Updating Governance and Information Policies will be necessary in order to take account of changes in Protective Marking and BIL ratings and to incorporate the mechanisms needed to implement and maintain a risk-based approach to Information Assurance. A&W should incorporate the principle that all data is sharable unless the individual refuses permission or that it is too personally sensitive to responsibly do so. To support a risk-based approach, Information Governance must make the transition from being predominantly tactical and input-based to more strategic, judgemental and focussed on outcome-oriented business risk.

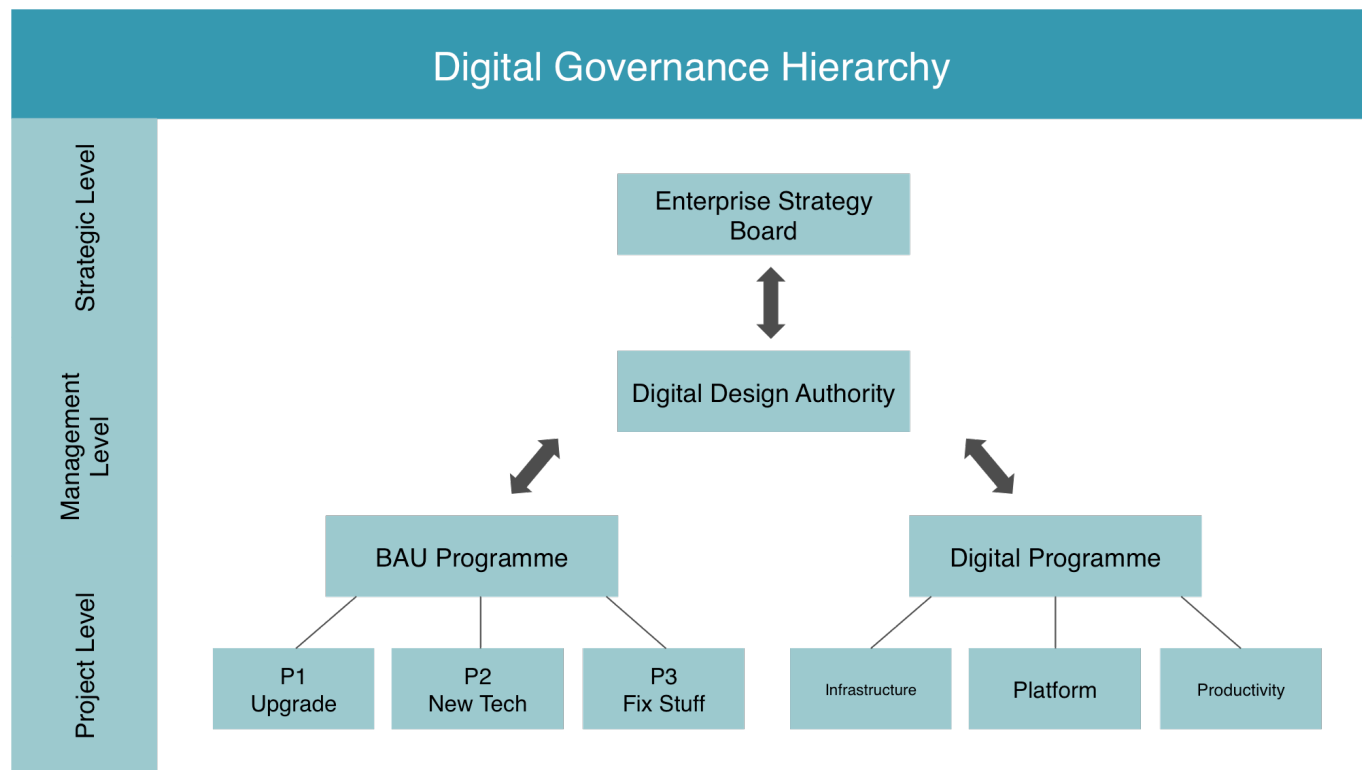
Data Classification: Data classification is necessary to inform judgements about risk and the proportion of sensitive data at a system and capability level. A complete register of all the organisation's information assets is also necessary, including formal data ownership. As data often transcends different systems, establishing clear data ownership will be challenging. It is important not to under-estimate the steps necessary from moving from a systems-centric to a

data (capability) centric organisation. The diagram below illustrates that traditionally, information and data tends to coalesce around line of business systems, as opposed to focussing on service and customer requirements. In this new context it is clearly more difficult to identify data ownership. Nevertheless, it is an important pre-requisite of the risk-based approach.



RECOMMENDED GOVERNANCE STRUCTURE

Below is a recommended governance structure along with terms of reference



TERMS OF REFERENCE

1. ENTERPRISE STRATEGY BOARD

Purpose: The Enterprise Strategy Board (ESB) will take responsibility for the overall governance of any organisational change regarding digital and legacy applications and infrastructure. They will control and allocate budgets to the relevant teams and workstreams. One of the ESB's major contributions will be an awareness of changes taking place regarding local authority statutes and legislation and the effects of those changes upon the organisation's long-term digital vision. Attendance by members of the ESB of Council meetings will also be of strategic advantage, as they may seek to align legislative changes with Adur & Worthing's digital vision. Although changes in the priority of technology deployments will be the prerogative of the Digital Design Authority, the ESB will have the ability to change the priority of certain elements based on legislative or statutory knowledge and/or perceived political advantage.

Key Membership: Digital & Resources Director, Finance Director

2. DIGITAL DESIGN AUTHORITY

Purpose: An Enterprise Architect with knowledge of A&W's vision and its agreed principles will head the Digital Design Authority (DDA). They will maintain a full overview and record of the technology stack across the BAU and Digital workstreams.

The DDA will determine the division of project work between the BAU workstream and the Digital workstream. Assignment of work will be based on assessment of the work and the architectural principles that they themselves put in place.

Key Membership: Enterprise Architect

3. BAU PROGRAMME

Purpose: The BAU programme will maintain all legacy projects and ensure business continuity with existing legacy applications. They will manage new or requested changes to existing technology and maintain a register of all requests across the organisation. BAU will assign work to Project Managers who will be responsible for working with the service area to deliver the required change.

Key Membership: BAU Programme Manager

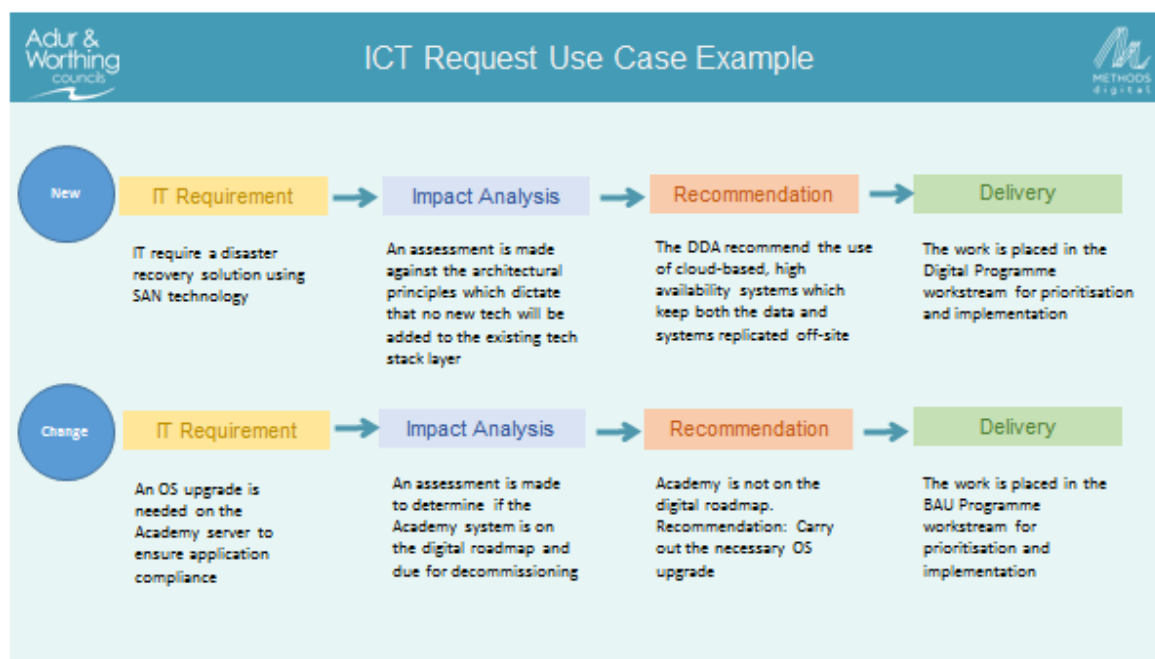
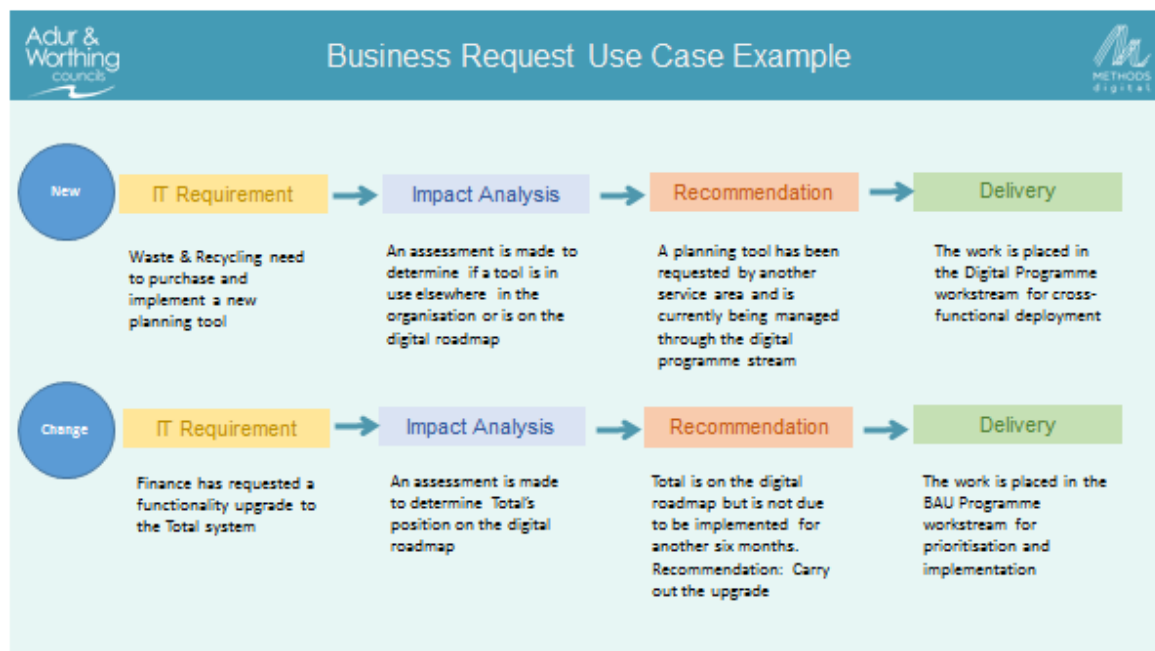
4. DIGITAL PROGRAMME

Purpose: The Digital programme will prioritise the deployment of new projects associated with the digital roadmap. The Digital programme will be divided into Productivity, Platform and Infrastructure workstreams. New projects will become the responsibility of a Platform Manager to assign to a Product Manager to deliver under the relevant workstream

Key Membership: Head of Digital & Design

EXAMPLE USE CASES

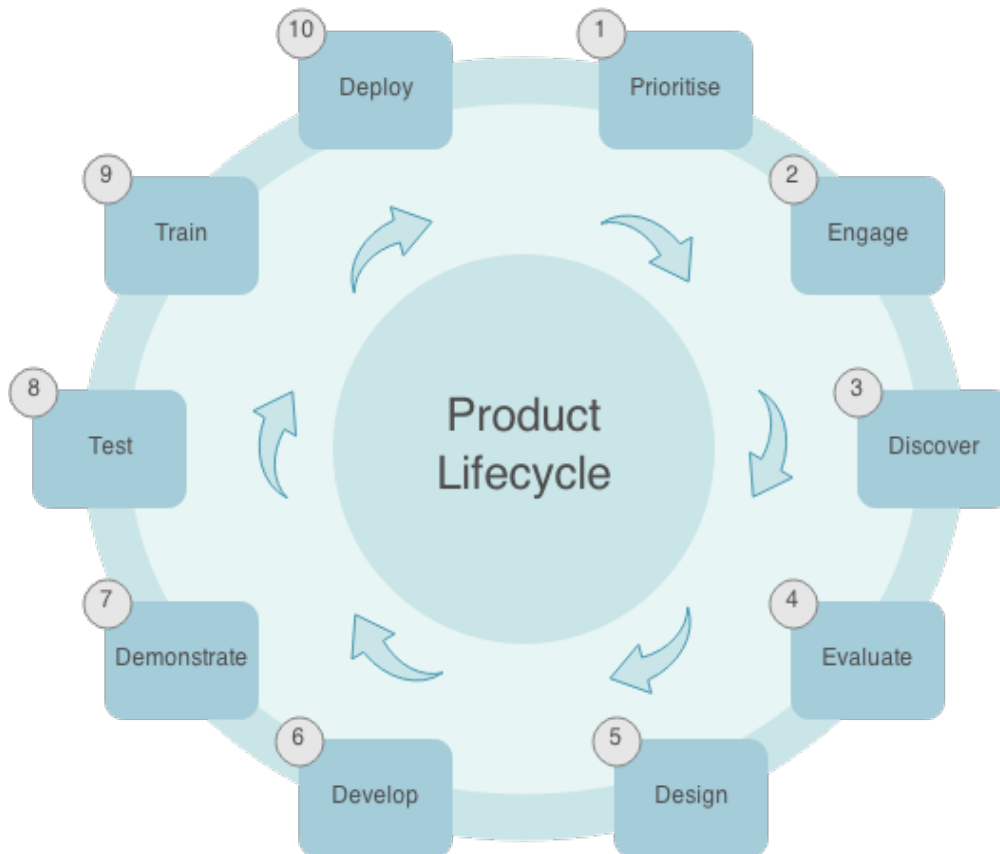
Below are a few examples of the type of requests that may be made along with the governing structure that they may follow. The requests are categorised as **Business & ICT** and are shown as a request for something **new** and a request for **change**



PROGRAMME DELIVERY

Our experience in managing digital transformations has taught us to recommend a hybrid product delivery approach, whereby an agile based methodology is blended with a more traditional waterfall way of working. This approach allows you to take advantage of the iterative nature of agile which enables you to produce products incrementally and provides you with an early benefit realisation whilst also maintaining the correct level of control and structure needed to ensure a successful delivery.

The diagram below expresses a typical product lifecycle



ARCHITECTURAL PRINCIPLES

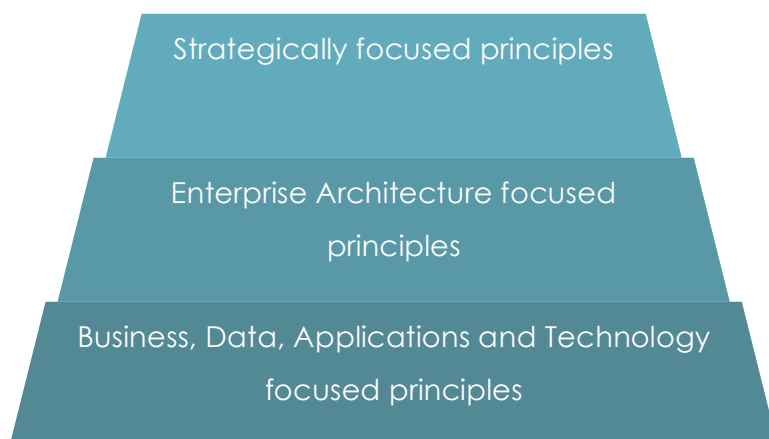
In order support Adur & Worthing's vision and strategic plan, a set of principles need to be established. Architectural principles will define the underlying general rules and guidelines for the use, development and deployment of all projects and programmes across the organisation.

The principles should relate to all areas of the Enterprise Architecture (Business, Data, Applications and Technology) and will lead all projects and programmes across the organisation.

The standard format of the principles should be as follows:

- Named clearly
- A short description
- A rationale explaining the expected benefits
- Any implications should be clearly described.

The principles should be organised based on the following hierarchy:



The agreed principles will be iterative, and like all elements of an agile Enterprise Architecture should be reviewed on a regular basis to ensure they are current and remain in line with the business objectives. A full version of the A&W principles can be found in appendix A.

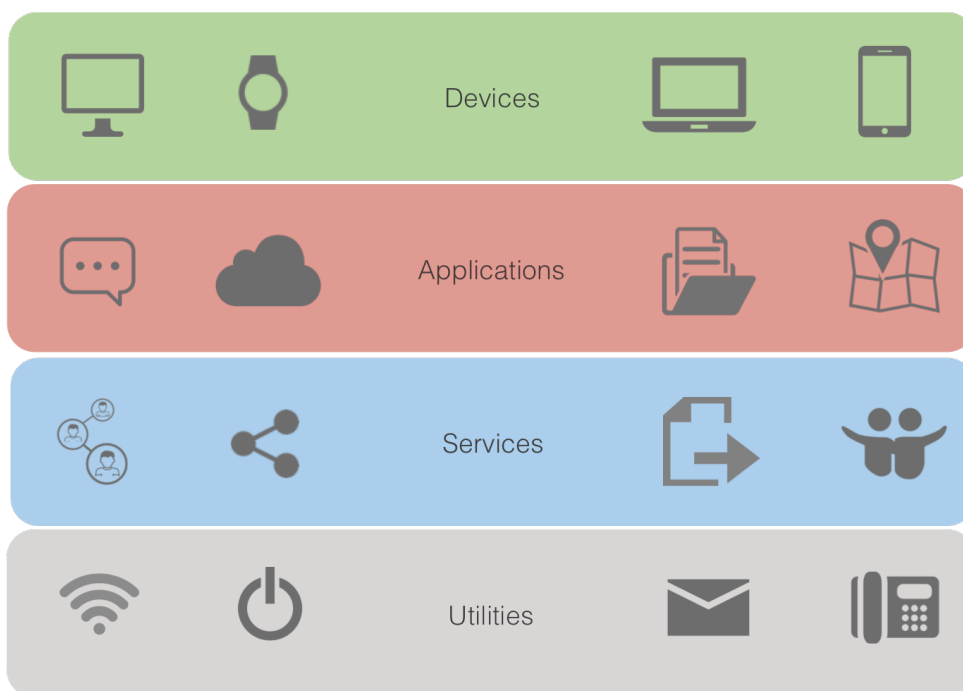
PRINCIPLES	DESCRIPTION
BUSINESS	
Business Process Management	The architecture will identify a single tool for the management of business processes, to avoid fragmentation and duplication of business process descriptions.
Business Continuity	Operations are maintained without being affected by system availability.
Current Technology	The business will adopt current methods of technology provision.
Business Driven Change	Business change dictates technology and application change.
DATA	
Data Security	Data will be stored and managed in accordance with the security controls relevant to them.
Data Aggregation	Aggregate appropriate data assets to enable required service deliverables.
Data Integration	Integration technology should be standardised around a common integration platform based on Open Standards.
Metadata	Information or data stored in a system should have reference meta-data provided in accordance with the records and document management policy.
APPLICATIONS	
Rationalised Applications	Applications should be rationalised and only exist to meet a service delivery requirement.
Categorise Applications	Applications should be categorised into logical groupings.
Application Platforms	Applications will be delivered from suitable platforms underpinned by platform-orientated modern technologies.
Application Interoperability	Maximize interoperability by using common standards and mechanisms for the exposure and use of services.
TECHNOLOGY	
Infrastructure Platforms	Infrastructure platforms will be used as the foundation for application and content delivery. These will be current standards-based technologies that scale on demand and promote interoperability.
Infrastructure Free	Endeavour to be infrastructure-free within a defined time period.
Consolidate Technology	Capabilities will be consolidated onto a small number of technology platforms that offer multiple capabilities.
Output focused	The supporting infrastructure will not be the focus, but an enabler of the service delivery.
Monitoring	Deploy automatic monitoring tools that cover application and data services as well as the underlying infrastructure.

ENTERPRISE CAPABILITY MAP

A capability map constitutes a centrepiece to all businesses. It maps what a business requires to successfully execute its business strategy and addresses a specific purpose to identify areas to attack or develop in the future. The A&W technology capability map is agnostic from products or services, but rather focuses on translating business needs into technology capabilities.

From an enterprise architecture point of view and with the information provided and regular stakeholders discussion, the A&W capability map is based on four different areas where capability issues might be remedied. These four layers are the principles that govern all technology:

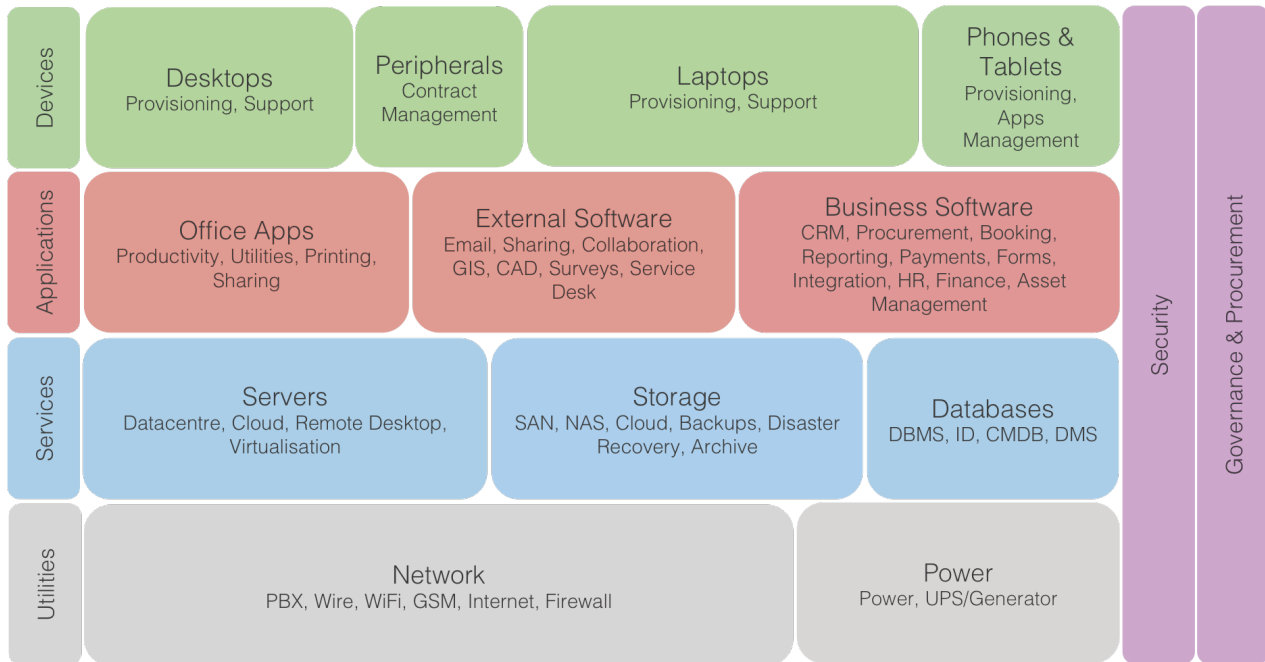
- **Utilities:** Normally a commodity and ground base for technology
- **Services:** Horizontal, standardized and shared technology capabilities
- **Applications:** Vertical, customized or off-the-shelf business or user capabilities
- **Devices:** Where capabilities are consumed and used.



A&W currently only maintains the application layer whilst consuming devices, services and utilities as a service from CenSus or other external suppliers. Based on findings in the discovery phase of this project we have identified a lack of common governance and communication between Census and Apps team as a major problem area. There is a critical lack of ownership or responsibility when it comes to addressing issues across all technology layers.

CURRENT CAPABILITY MAP

Specific technology capabilities were drawn from meetings with stakeholders from various business areas. Capability mapping will enable A&W to identify silos to dissolve as well as opportunities to change and improve. The current capabilities are displayed in the following map:



Network Capabilities: Telephony system, wired network, wireless, mobile voice, internet (wired and mobile) and firewall

Power Capabilities: Power connection and ups/generator for support and recovery

Servers Capabilities: Datacenter to host them or cloud to consume as a service, as well as remote desktop support and virtualization for agile delivery and management

Storage Capabilities: SAN, NAS as current source for storage, cloud as a viable option in the future, backup and disaster recovery for resiliency and redundancy when needed, external disks to store ephemeral information and long/short term archiving

Databases Capabilities: Database management systems, identity databases, change or configuration management database and internal document management database

Office Application Capabilities: Productivity tools, common utilities, local printing software and sharing between employees

External Software Capabilities: Email, sharing with suppliers, partners or citizens, live collaboration tools, GIS and CAD tools, Surveys for citizens and service desk system

Business Software Capabilities: Customer relationship management, procurement software, booking and reporting tools, payment systems, forms management, application integration, human resources, finance systems and asset management

Desktops Capabilities: Provisioning tools and management software, support technicians and tools, thin clients for low user needs (e.g. Chromebooks)

Peripherals Capabilities: Contract management for all peripherals

Laptop Capabilities: Provisioning tools and management software, support technicians and tools.

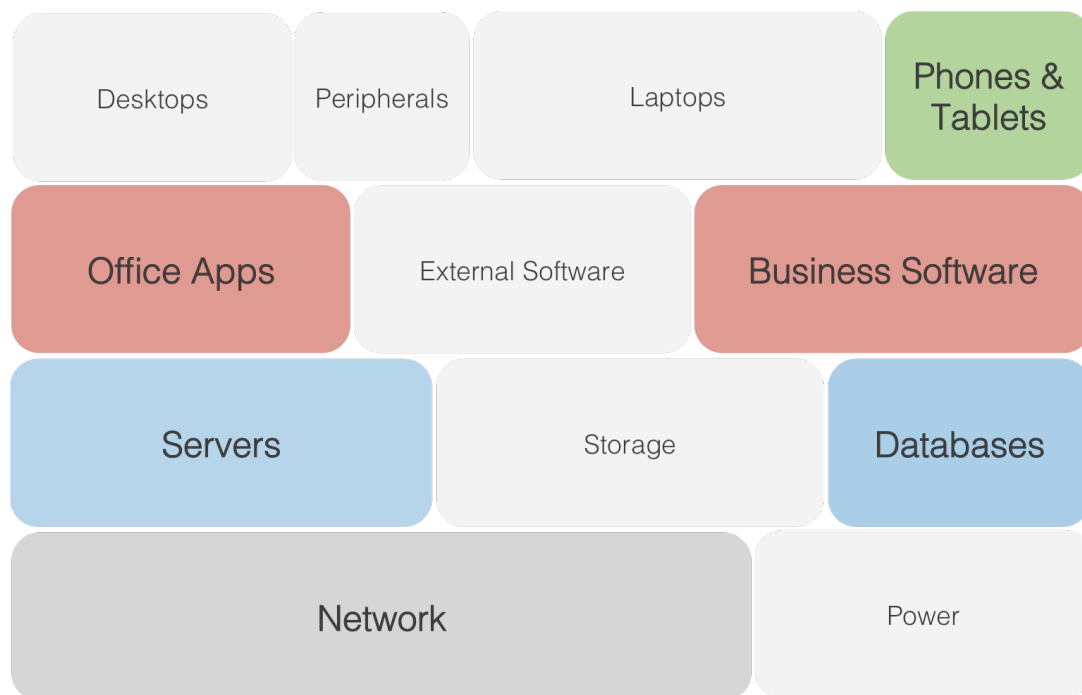
Phones and Tablet Capabilities: Provisioning tools and management software, application management. We have discovered that there are two other capabilities that cross all different areas and business needs:

Security Capabilities: To keep all systems, software, tools and data secure and auditable

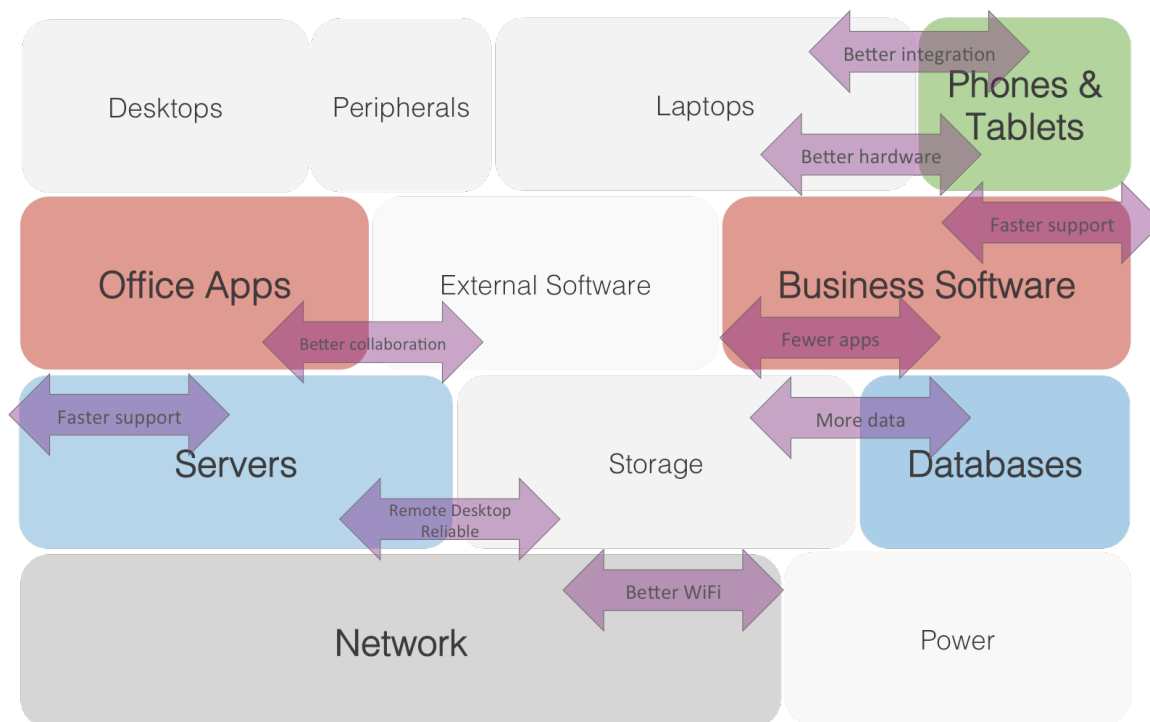
Governance and Procurement Capabilities: Keep all systems, software and tools under the same principles, contract and supplier management, aggregated buying, and contract and asset management.

CAPABILITY MAP PAIN POINTS

Based on stakeholder meetings, group interviews and issues reported by the service desk we gathered some pain issues regarding technology. This has been displayed as a heat map for each business need and layer:



This heat map can be annotated with the specific complaints and issues:



Beneath the devices layer employees need improved integration between phones, tablets and laptops. Ultimately they require a better set of hardware to support current activities. Collaboration between office apps and external software, especially for productivity and integrated collaboration is another important requirement, which if improved will create an interesting contrast with the current internal application situation. Fewer applications and faster support will reverse the current lack of responsibility and ownership for the underlying technology and applications. Under the utility layer we see a mixture of untrusted remote desktop environments and recent outages. On the other hand, the application team identifies the lack of data architecture and governance as the major issue in this layer. Finally, everyone identifies a better wireless network as a priority.

DATA STRATEGY

Data is the key to understanding customer needs and building digital services. It is therefore imperative that A&W start to focus on the importance of data by adopting a clear data strategy. In order to do this, the architectural model below is intended as a tool to help make data strategy decisions. It defines the workflow and building blocks required in order to make decisions about managing data.

Data Acquisition & Integration: This is the most important part of the decision-making process. At this point A&W need to define where data come from and go to. The key is to understand the information flow required in order to deliver each capability.

Centrally Managed Data: If it is not possible to arrive at an architecture where single components can be assigned ownership and responsibility for ingesting, standardising and storing each type of data, centrally managed data will be required to reconcile and synchronize records across systems.

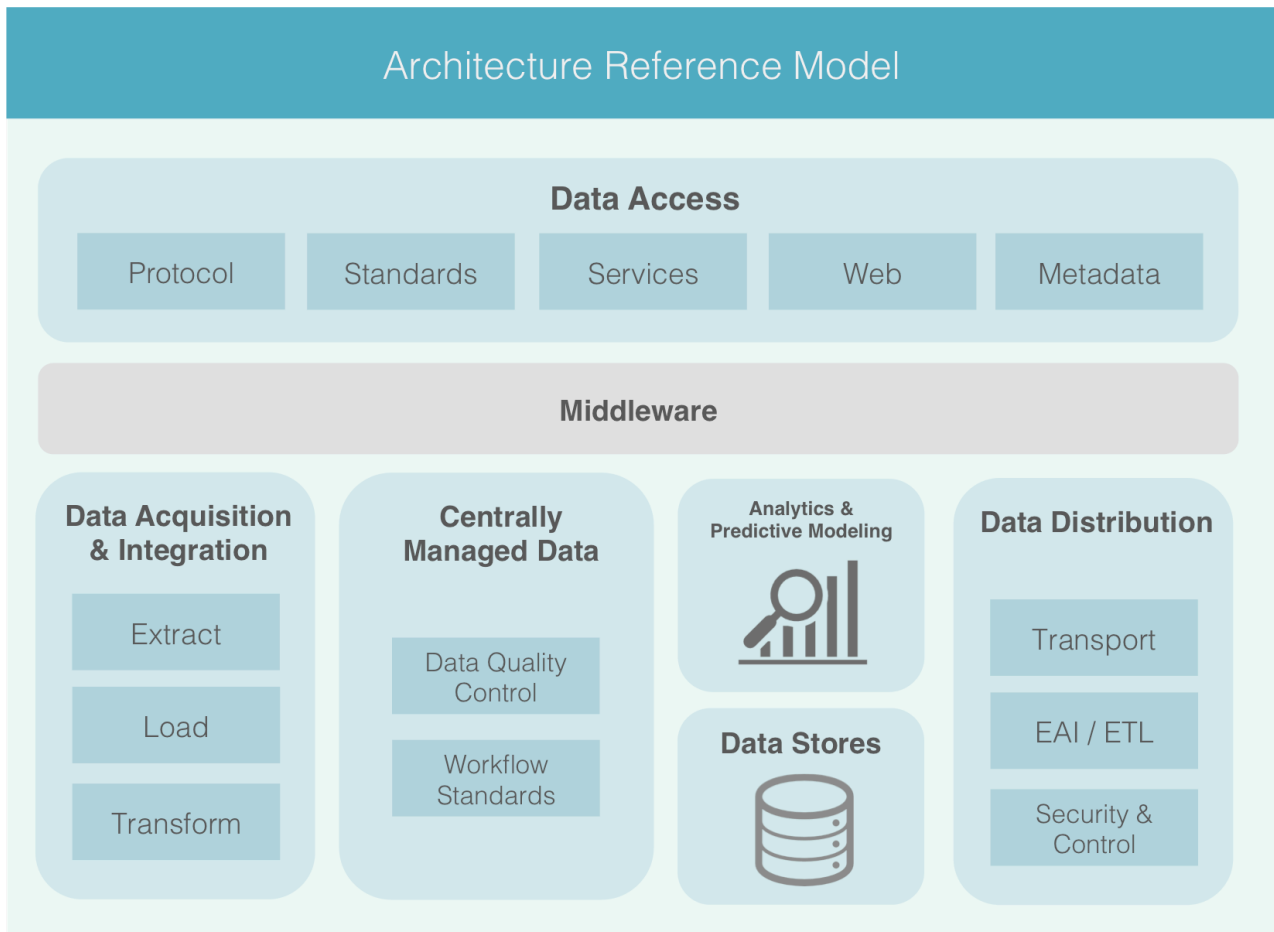
Data Stores: The foundation of each capability in the architecture will be the storage and retrieval of data. It is important to consider where and how different types of data required by the business will be stored, the interfaces through which these will be accessed and the formats and standards used for interchange between components.

Analytics & Predictive Modeling: Clear data mastery and defined interchange standards enable data to be readily accessed and used for analytics, leading to insights and predictive power. These can in turn drive business decisions.

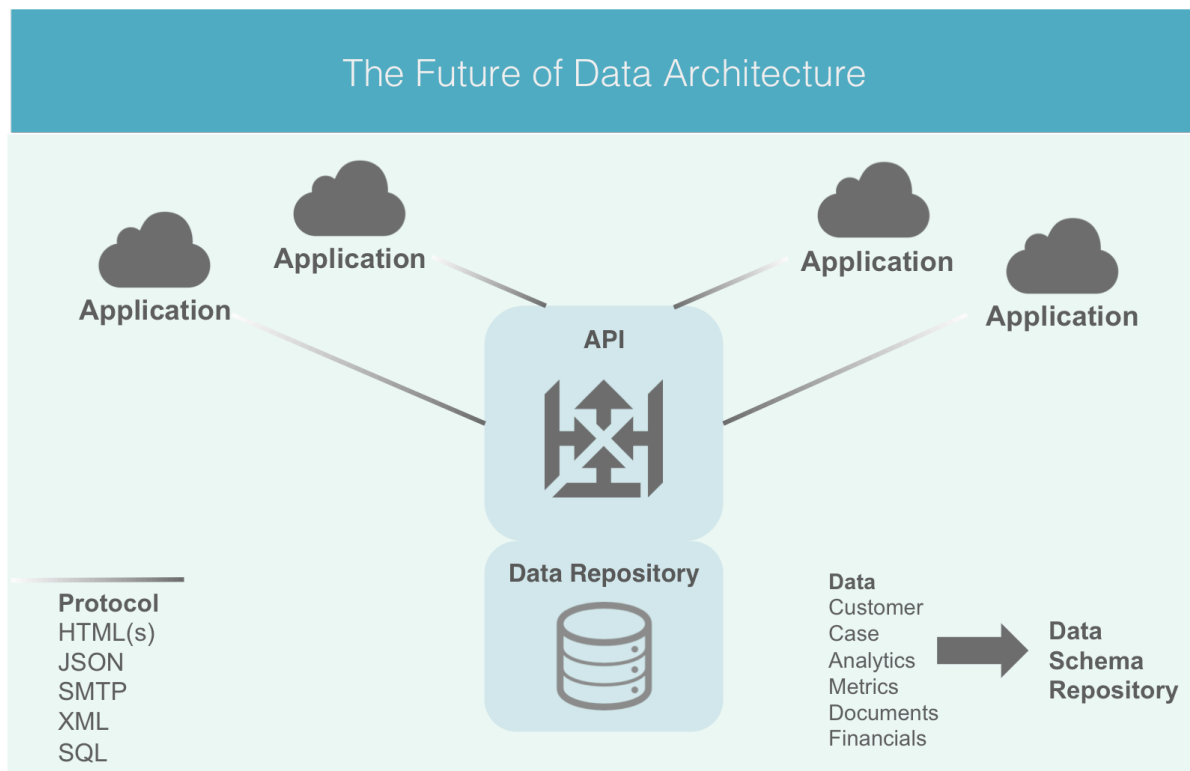
Data Distribution: The means by which stored and computed data can be distributed, whether internally or to suppliers/the public. There should be a particular focus on ensuring data are made available using open standard interfaces.

Middleware: Enables coordination and translation of data between systems as required. Data should flow in standard formats. However, this component can help to translate data where components either do not have open standard interfaces or cannot be changed to accommodate updates to the interfaces of the components they interact with.

Data Access: This is the external interface where citizens, suppliers and partners will access A&W data, products and services. It is of particular importance that Internet standards, formats and protocols are rigorously followed at this layer. This is also where A&W can monetize their data to partners.



The diagram below visualises the future of data architecture for A&W. It connects applications across the whole organisation under a single protocol and into one single data repository, accessible to other applications to consume or enrich. The data repository should have a common and accessible interface such as an application programming interface. The protocol that connects brands to the data repository should use communication standards as http(s), json, smtp, xml or sql.



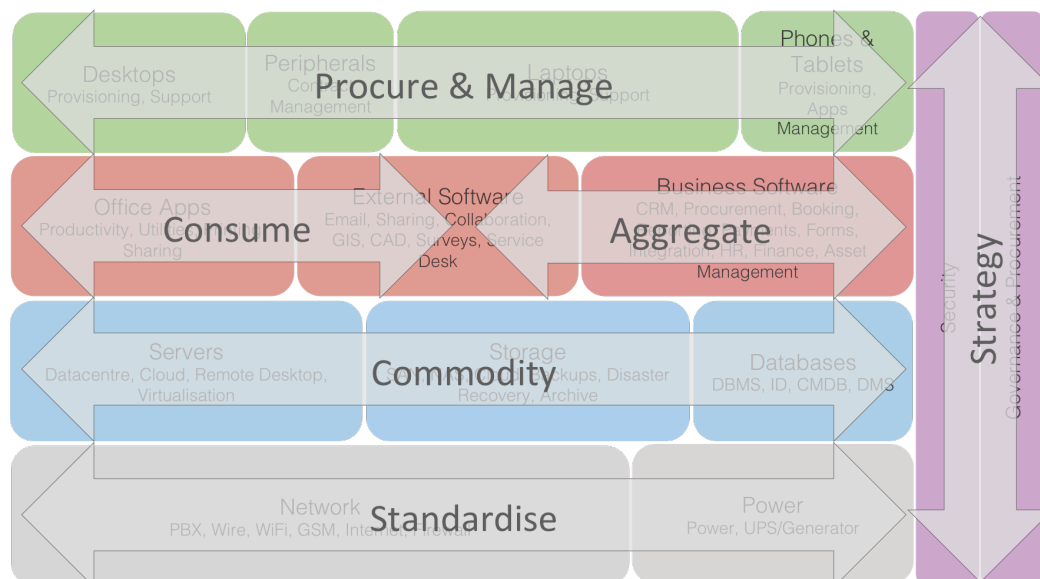
A&W should consider the following data be aggregated into a common repository and implementing defined and connected data schemas between them:

- **Customer:** Should be produced using the same data fields and formats, tagged with metadata for faster searches and indexing
- **Case Information:** Should include all case information that can be collated and aggregated, giving a holistic view of consumers across the entire organisation
- **Analytics:** All relevant information from all platforms that could dictate performance of systems, applications, platforms and products
- **Metrics:** Key factor and performance points to collate and determine required informatics
- **Documents:** To ensure the required level and quality of document management
- **Financial:** All financial information from different systems or platforms.

THE WAY FORWARD

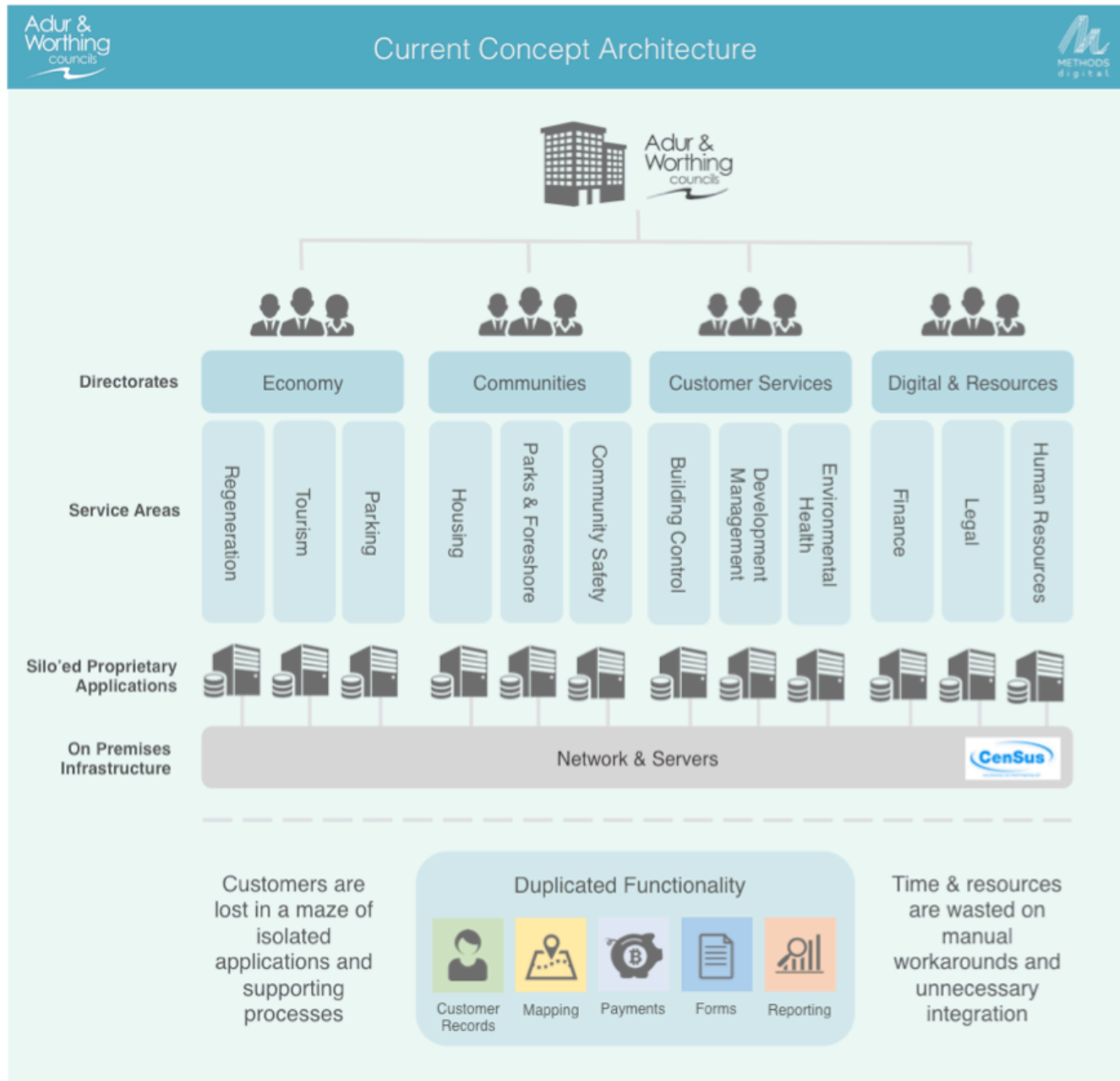
Looking to the future, technology needs to become a strong driver for business and customer needs at A&W. For this to become a reality there is a need to shift consumption of capabilities as a silo'd organisation. This means putting a stop to buying and building new solutions before considering their current capabilities and a shift towards moving core technology in-house and sharing resources across the relevant business areas via a universally acknowledged and followed governance and procurement process. Therefore the Digital Roadmap recommendations focus around the following areas:

- Aggregate** Applications duplicated by different areas and business functions should be consolidated and used as a shared commodity under a common data strategy.
- Procure & Manage** Use of strong governance and the best tools to procure and manage contracts with suppliers.
- Consume** Capabilities should be consumed using an enterprise-wide set of specifications, rules and principles. So that they can be used by different areas or to meet business needs.
- Commodity** Business capabilities should be met with cloud-based, on-demand technology platforms. Characteristics should include elasticity, manageability, affordability, resilience and scalability.
- Standardise** Where possible business capabilities should be met through standardised public cloud offerings. As a result, A&W may need to redesign some of their business processes.
- Strategy** Technology should be viewed and run as strategic asset across the whole organisation. This will encourage better governance and improved monitoring capabilities.



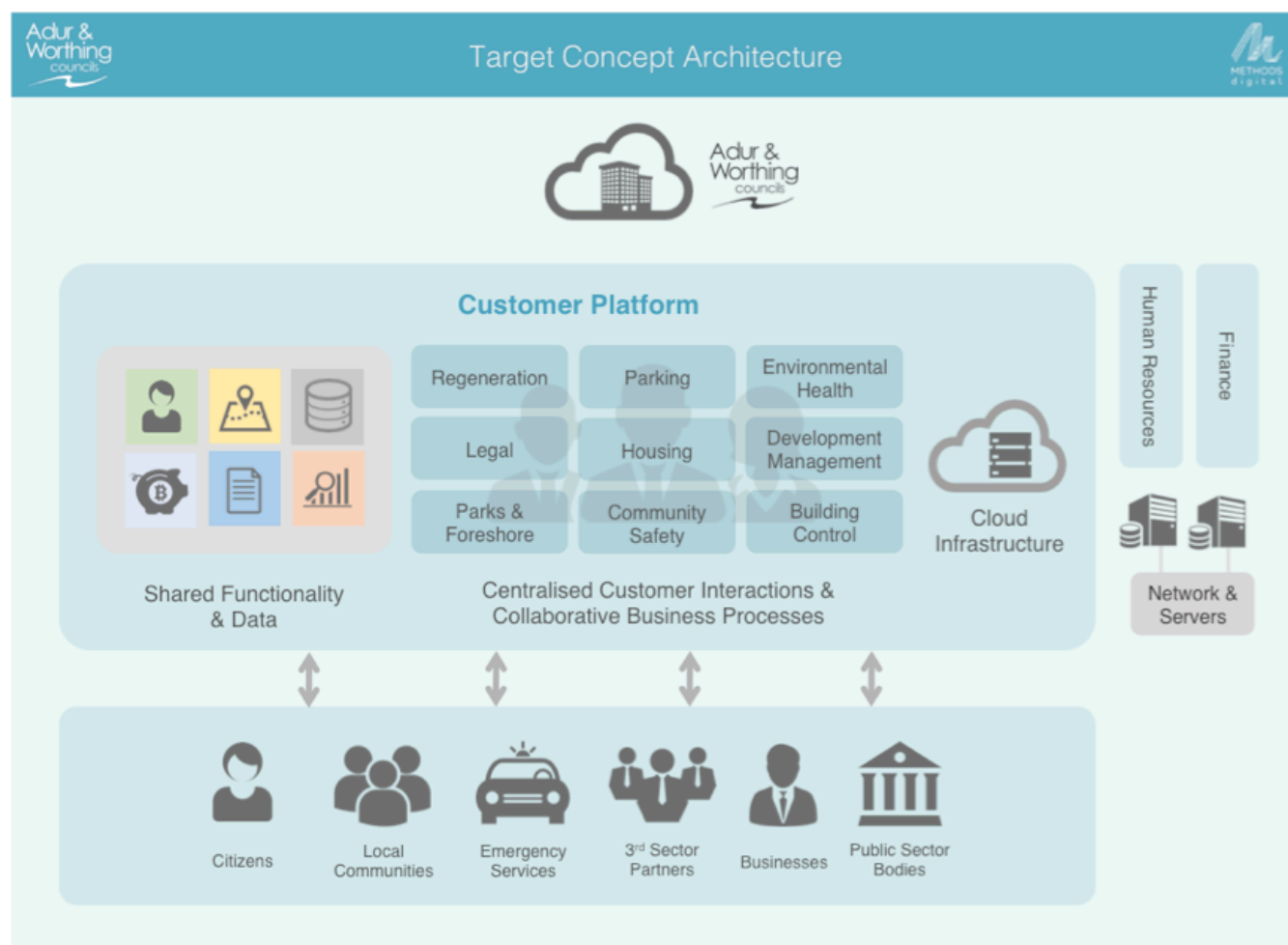
CURRENT CONCEPT ARCHITECTURE

This diagram conceptualises the current architecture at A&W. The business is departmentalised, with each service area using its own silo'd proprietary applications. The applications and data are hosted on premises via the CenSus partnership. This has created an environment where Customer processes are isolated in applications and teams. Each application duplicates core functionality and requires expensive integrations across the technology landscape.



TARGET CONCEPT ARCHITECTURE

This diagram conceptualises the target architecture at A&W. The business is brought together around a common platform to share functionality and data. Applications and data are hosted in new cloud infrastructure. Customer records and processes are shared collaboratively across the organisation to allow for new digital interactions with citizens, businesses and partners. The existing architecture remains but is greatly reduced over time to those applications that are not suitable for the customer platform environment. These few remaining applications can then be re-evaluated for their infrastructure requirements.



DIGITAL ROADMAP

Looking at the way forward for A&W, we have presented a roadmap for what to do next. It focuses on the initial 6 months of a delivery programme to establish a new technology platform for building innovative customer-focused digital apps for A&W. Following this roadmap will create an independent, resilient and scalable place for data, apps and systems. This will allow for A&W to move away from their current technology landscape and design digital services for their customers. The roadmap recommendations across the 3 discovery areas are summarised below:

PLATFORM

A new customer platform will be the focus of the digital roadmap for A&W. It will establish a platform for consolidating A&W's hundreds of different applications and databases into a single, relevant and aggregated solution. It will provide core capabilities on which improvements to the technical landscape can be made. This is where the new customer-focused apps will be designed to drive transaction efficiencies by offering new digital interactions with customers, businesses and partners.

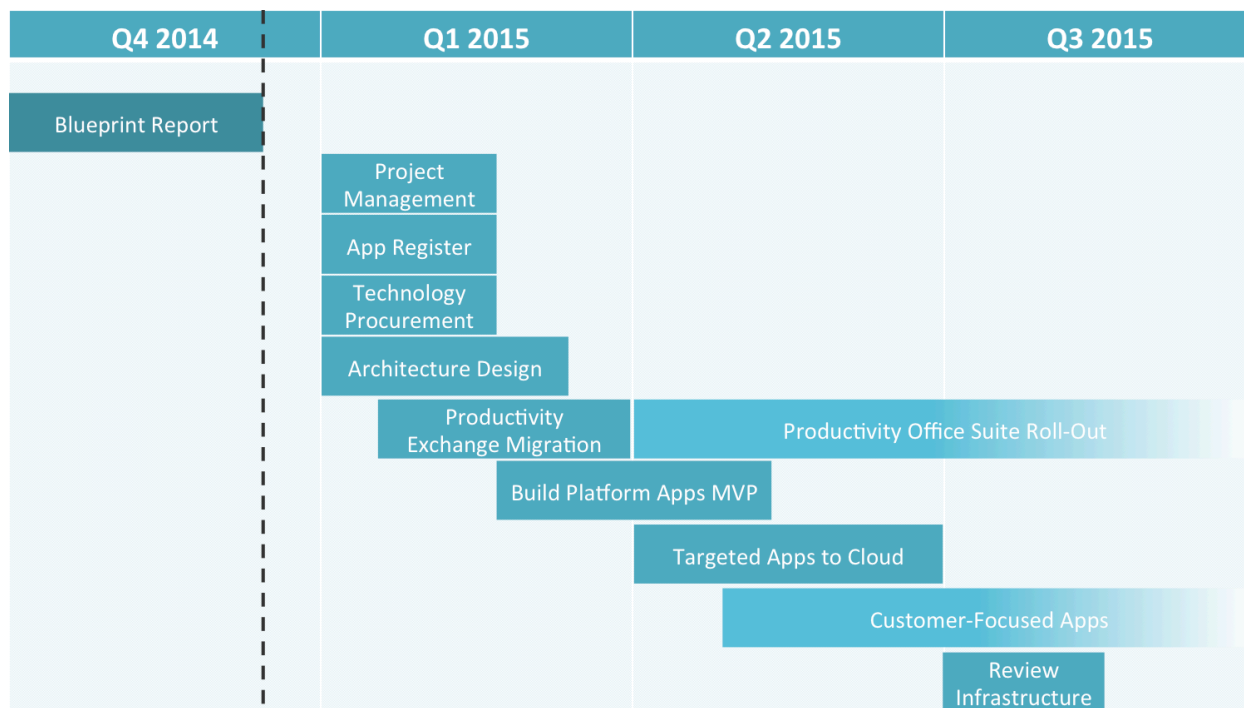
PRODUCTIVITY

A new cloud-based productivity suite will rapidly introduce new collaborative tools for A&W. It will begin by migrating the exchange services (I.e. Mail & Calendar) onto the cloud and then phase in the cloud migration of the office suite (I.e. Word processing, spread sheets, presentations etc.). This will shift internal working culture to enable collaboration and flexible working.

INFRASTRUCTURE

Based on the blueprint findings, we believe that the infrastructure issues can best be dealt with by fundamentally changing the way technology is consumed at A&W. Lifting and shifting the existing infrastructure to the cloud was considered but was dismissed due to the complexity of the current architecture. It would not deal with the underlying issues at the application layer. By adopting the platform-based approach outlined, A&W can create infrastructure free capabilities that are independent from current infrastructure arrangements. Once this process is underway we would recommend exploration of moving the remaining legacy capabilities to a cloud computing platform.

ROADMAP ACTIVITIES



Project Management: In alignment to the governance recommendations, we advise immediate creation of two main activity streams:

- Adopt and use a **Change Request Process** for any change related to technology, keeping a common repository of changes and information available to all involved individuals
- Creation of a **Digital Design Authority** to advise on change requests. This should include Enterprise Architect, CenSus, the Apps team, the Service Desk and Project/Management resources. It should keep a constant flow of information and engagement into projects and activities that might impact other areas or systems. It will anticipate and reduce the overall risks associated with change.

Application Information: As part of the Blueprint we collated financial, contractual and technology information on Apps across the organisation. This revealed a number of application information that did not correlate across these 3 areas. A single repository of information for applications should be created to act as an internal directory. It will show a status page for applications and services, displaying relevant metrics and KPI's. This will act as the Apps Roadmap for migration to the cloud platform.

Technology Procurement: All procurement should be centralised and consolidated into a single process that supports the recommended governance to increase visibility on spend and resource management. It should use a common set of rules and principles for all items or services required for teams and projects. Any new digital technology chosen by A&W should be procured in accordance to the new centralised procurement route.

Architecture Design: A technical architecture of the chosen technology stack should be designed to establish the platform for A&W. This should also set a clear data strategy before changing the current workflow, functions or infrastructure for applications. Managing information is not just about having one database to deal with data - it's about how to transport, model and measure data between systems, apps and architectures in order to properly function as a true repository, whilst simultaneously producing valid and necessary information for business needs.

Productivity: This work stream will collate all productivity requirements and move them onto the chosen cloud-based solution. It will begin by migrating the exchange services (I.e. Mail & Calendar) onto the cloud and then phase in the cloud migration of the office suite (I.e. Word processing, spread sheets, presentations etc.). The key deliverable of this stream will be to rapidly start the shift of internal working culture by introducing collaborative tools to enable more flexible working.

Build Platform App MVP: This will be the establishment of the new platform following the architectural design activity. Consolidating hundreds of different apps and databases into a single, relevant and aggregated solution. This work stream will take the first steps into this by focusing on building a Minimum Viable Product (MVP) that covers the following key capabilities:

Customer & Business Records: A centralised single view of the customer and businesses that A&W interact with should be placed on the platform. This should be focused around core CRM functionality to support the Customer Service centre

Payments: All payments and financial information should be centralised on the platform and use the same data. This should be integrated to the back-office finance system if this is not to be placed into the platform environment

Booking: Multiple booking options should be available as required, but all should sit on the same platform and be integrated into the new centralised process for receiving services from the Council

Self-Service Forms: Exchanging and acquiring information from customers and businesses should be aggregated into a single view and centralised process

Targeted Apps: The newly established platform with the MVP capabilities outlined above will present a greenfield on which improvements to the technical landscape can be made. A number of key targeted apps have been identified below and will be prioritise as soon as the platform is available. These apps will build on the core capabilities and start to embed the skills and experience in the digital delivery team.

Customer-Focused Apps: Once the activities above have been completed then A&W will have all the tools and skills in place to start vigorously rolling out customer-focused apps to redesign their services.

Review Infrastructure: We propose that once A&W are up and running with their delivery of cloud-based productivity and customer platform, this would be the appropriate juncture to review current infrastructure arrangements. The proposed roadmap is designed to deal with the underlying issue of legacy applications within A&W. It is not possible to 'lift and shift' the existing technology onto a cloud infrastructure and achieve the customer-focused vision of A&W. Once the new governance arrangements are in place and the digital team has successfully delivered a number of new applications, the strategy for legacy infrastructure can be accurately assessed and planned.

TACTICAL PROJECTS

In conjunction with the outlined roadmap, we would recommend the following tactical projects be investigated at the start of the digital transformation:

- Mobile** New mobile hardware will become more relevant to A&W as systems are migrated to the cloud services. The web browser and mobile apps will become the main client for accessing systems and data. We would recommend that new mobile devices such as tablets, phones and laptops are provisioned in tandem with the digital technology roll-out. This will ensure that staff are equipped with the appropriate devices to meet their needs with the new digital solutions.
- Telephony** Telephony should be based on a unified system servicing both mobile and fixed networks. This will allow flexibility between on- and off-site working. There should be a clear plan for voice, dedicated to data, which will allow for an agile approach to communications. Telephony systems should also be integrated with the chosen CRM / Service Desk solution for a more unified support centre across all channels (I.e. telephone, email, web & mobile).
- Citrix** A virtualised desktop in the cloud will enable users to connect directly to an aggregated and self-managed environment that can scale accordingly to needs or peaks. Custom images can be created in order to mimic the current Citrix environment for an easier provisioning of apps and data. This move away from the current on premise service will allow for a quicker and more flexible way of working, without the concerns associated with backup or disaster recovery. It also allows for initial contact with a fully cloud service solution for hardware and in-house capability.
- Wi-Fi** Wireless is one of the major pain points for users at A&W that needs to be tackled quickly and effectively. A capacity plan should be created, identifying dead Wi-Fi zones and leading to installation of more access points to provide sufficient capacity for the next generation of cloud services.

TARGET SERVICE AREAS

Once the new platform environment is established with the MVP's as described above, A&W will start to roll out their new customer cloud applications. Two key priorities have been identified by A&W to drive the **Apps Roadmap** – manual high transactional services and problematic legacy applications for decommissioning.

A large number of transactional areas have been identified by A&W as areas to start building customer-focused apps. A sample of the common suggestions is offered below.

Transactions	Comments
Green Bins	Automation will increase uptake and income
Housing Benefit Applications	No online application offering
Council Tax Moves and Accounts	High telephone contact costs
Crematorium Bookings	Online booking and payments for Customers needed
Moving in, moving out process	We don't provide enough info for new residents
Claiming a Discount	There are a considerable number of discount/exemption reasons so we may initially want to consider trialling one type (e.g. Single Person Discount)
Direct Debit Requests	Customers can currently either submit paper applications or "apply" by telephone
Adur Homes Management	Every Customer has a home visit on the tenancy start date, part of which will be around ensuring the property is at the appropriate standard (and signing this off with the tenant); part about going through acceptable and unacceptable behaviours; and part about linking up with local community services that match their needs – picking up on health centres, schools, nurseries, etc.
Report Anything	Ability to report issues such as graffiti, noise, ASB, damage etc. using GPS + camera on device will help reduce the out-of-hours calls
Bulk Waste Collection	Ability to inspect, quote, take a payment on the doorstep, book an appointment and put job out to crew.

A shortlist of legacy applications for decommissioning has also been produced as part of the Blueprint exercise. The financial impact of targeting these transactional areas and legacy application in year 1 are illustrated in the investment profile below.

Legacy Applications (Year 1)
Lagan Waste Services CRM
Covalent Performance Management Software
Technology Forge Technical Support Services
Deeplake Intelligent Messaging and SMS System
SFW CRM system for recording contacts
Clear Skies Cemeteries, Burials & Cremations

EPIC ASSESSMENT

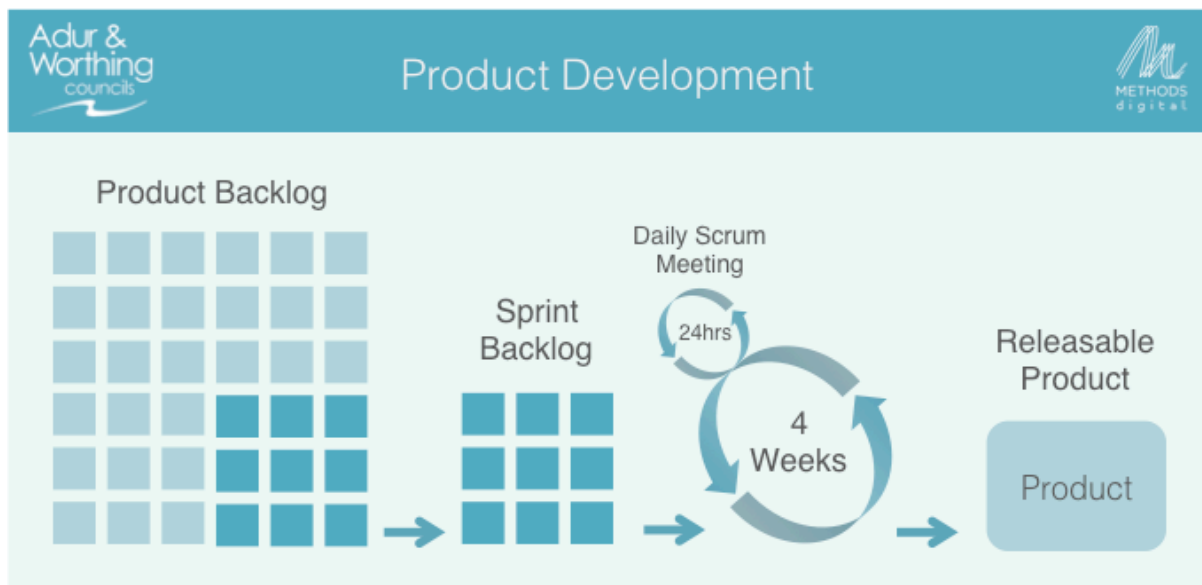
Going forward, A&W will need to set robust rules to govern the prioritisation of services to redesign. The digital team will conduct a rapid analysis of each service area to discover their Epic requirements. These requirements will then inform an assessment of the service area against the key criteria outlined below:



By adopting this approach to assessing new app ideas / services to redesign, A&W will be able to effectively manage the priority areas to transform. Care must be taken to ensure that this process remains the key driver for decisions when other pressures are placed on the delivery programme.

RISK-BASED AGILE APPROACH

The delivery of products will be managed using an agile approach. This means that products to be developed will be identified and prioritised using the Epic Assessment criteria identified above. Once prioritised, a Product Approval Request will be taken to the relevant governance group that will contain the scope, benefits, costs and success measures of the product. Once approved, this will release the delivery team to initiate one or more sprints to develop the relevant product. Taking this approach will allow A&W to monitor spend and manage return on investment as the delivery team gathers momentum. A&W will have the flexibility to try new innovative approaches and create agility to change direction as the programme progresses.



INVESTMENT PROFILE

CAVEAT

A full business case was not in scope for this Blueprint engagement, however, we have worked with A&W to identify potential costs and savings associated with a Platform approach. It should be noted that the only way to release any savings identified below will require turning off legacy technology, reduction in head count, increased growth or enabling other cost saving initiatives.

CUSTOMER PLATFORM

Investing in a Platform approach to technology can be difficult to compare to a traditional approach as defined in the current state architecture above. This investment profile is designed to articulate and illustrate the potential for return on investment by looking at transactional efficiencies, migration away from legacy applications and benefits to your Customers.

TRANSACTION EFFICIENCIES

Transactional services cover a huge range of tasks, from paying council tax to applying for a premises licence, and they form a significant part of local government's work. These services involve an exchange of money, goods, services, permissions, licences or information between the Council and its customers, resulting in a change to a local government system.

This section looks at the potential savings that are achievable from conducting these services through digital channels rather than offline alternatives like phone, post or face-to-face conversations. Many transactional services at A&W have no digital channel and for those that do, many customers still choose to carry out their transaction offline.

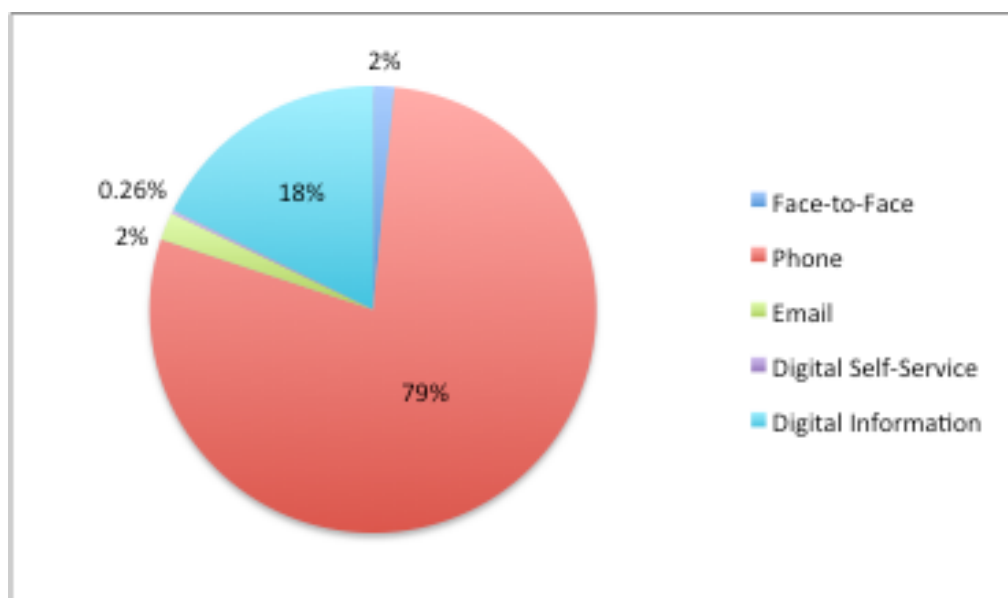
It should be noted that before attempting to estimate the savings available from channel shift or avoidable contact reduction it must be understood that it is the total cost of achieving the outcome for the customer that matters, not the cost of any particular contact or channel. This means that the new digital transaction must be a true removal of contact from the delivery process or replacement of transactions via an existing channel with transactions via another cheaper one.

A&W should remain aware that:

- A small number of services and information requests can show a disproportionately large volume of transactions which can yield great efficiencies
- Simple transactions that can be fully digitized are more likely to achieve a holistic channel shift and deliver realisable benefits as they don't need significant investment or support to achieve full self-service
- Care must be taken when targeting customers of transactions as picking the wrong customers to push towards digital transactions can lead to increased contact demand as their needs may not be met
- The cheapest channel is not always the most cost effective as one successful high cost contact can be cheaper than many ineffective low cost contacts
- As the transactions complexity increases, it becomes more difficult to design and support a workable digital solution that replaces an agent mediated contact

The tablet and chart below shows the current transaction data of A&W split across the relevant communication channels:

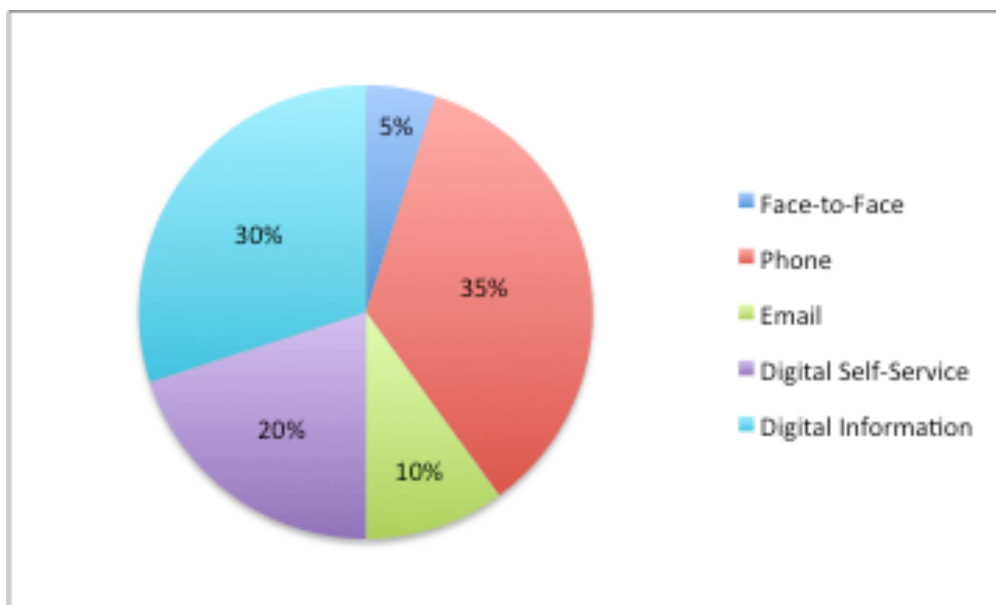
Face-to-Face	Phone	Email	Digital Self-Service	Digital Information
62,031	3,141,538	80,000	10,330	706,101



The following targets have been set by A&W to shift towards digital transactions:

	Year 0	Year 1	Year 2	Year 3
Total Contacts	100%	90%	80%	70%
Face to Face	1.5%	2.6%	3.6%	5%
Phone	78.5%	65.4%	52.4%	35%
Email	2.00%	4.40%	6.80%	10%
Digital Self-Service	0.3%	6.2%	12.1%	20%
Digital Information	17.7%	21.4%	25.%	30%

This would lead to a transaction target state as illustrated below:



According to Socitm Insight (May 2012), the cost of a face-to-face transaction is £8.62 and a phone/email transaction is £2.83. Compare this to a digital transaction at only **15p** and you can see the potential for savings by shifting customer interactions online. Working with A&W, we have identified an estimate of resource savings that could be realised as a result of meeting the targets outlined above.

	2016/17	2017/18	2018/19
Total FTE Cost Reduction	£200,000	£400,000	£600,000

The targeted channel shift of customer transactions will need to be closely monitored against baseline figures of current transactions. New products that are developed and released to target these high transaction areas will be monitored by the centralised Customer Service Centre data to capture the channel shift and release the efficiency savings. The savings outlined above are presented as an illustration of what is achievable from the platform roll-out. These potential savings are not profiled to start until 2016/17 due to the necessary processes of reducing the organisations establishment.

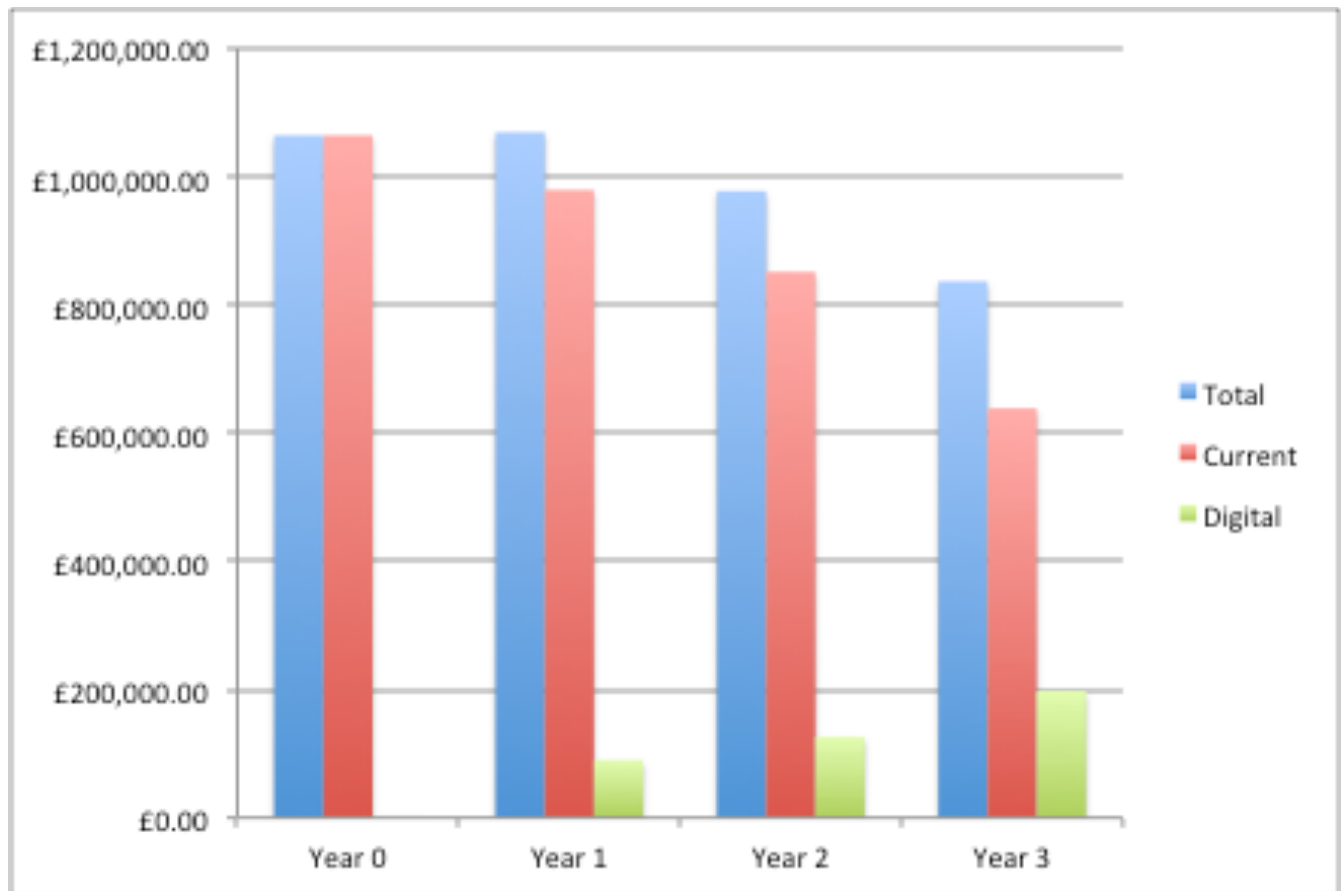
LEGACY APP MIGRATION

By adopting this Platform approach, A&W will be able to target recurring legacy application licence & maintenance costs and reduces them by developing their capabilities and processes in the Platform environment. This section looks at the potential savings that are achievable from turning off legacy applications by taking this approach. The table below shows the legacy apps currently targeted for Year 1 of the Platform roll-out.

Initial Year 1 Legacy Applications	Recurring Annual Cost
Lagan Waste Services CRM	£25,750.00
Covalent Performance Management Software	£7,915.00
Technology Forge Technical Support Services	£10,284.00
Deeplake Intelligent Messaging and SMS System	£7,021.42
SFW CRM system for recording contacts	£3,000.00
Clear Skies Cemeteries, Burials & Cremations	£3,200.00
Total £57,170.42	

If these legacy apps are targeted and decommissioned, then this will represent an approximate 5% reduction in legacy app expenditure. This is subject to commercial arrangements with the identified suppliers. As stated above, it is expected that the team will increase velocity as more core platform capabilities are established. Meaning that it will be easier to turn off legacy apps as existing functionality will just be configured to meet the specific business processes in question. It is therefore predicted that the targeted legacy app reduction can increase in years 2 and 3 in accordance to below. The digital cost is a reflection of a phased approach to procuring new digital technology for the enterprise.

	Year 0	Year 1	Year 2	Year 3
Current Cost	£1,064,687.14	£979,512.17	£851,749.71	£638,812.28
Target Reduction	0%	8%	20%	40%
Digital Cost	£0.00	£90,000.00	£126,000.00	£198,000.00
TOTAL	£1,064,687.14	£1,069,512.17	£977,749.71	£836,812.28



The targeted shift of legacy applications to the platform will need to be closely monitored and managed by the Digital Programme Manager. New products that are developed and released to target these legacy apps will be scheduled to allow for contracts to be terminated and therefore release savings. This will minimise the impact and danger of dual running applications during the transition onto the platform. The saving outlined above is an indication of what is achievable for a platform roll-out but will only be released through robust project management and senior buy-in driving the delivery team.

Part of the process to propose or prioritise a product should include clear reference to money being saved based on the number of sprints required to deliver the product. This will be present and considered by the relevant governance group to ensure that the targeted savings (transaction efficiencies and/or legacy apps) are realisable. This will allow the project savings to be tracked as tangible savings as they are realised.

CUSTOMER BENEFITS

The return on investment associated with a Platform approach is not merely financial. The benefits to the Customers experience of the Council's services are key. The following are an example of some of benefits that will be enabled by adopting this approach.

Customer-Led Design	A&W will be able to redesign their services around their Customers by using the new flexible platform technology.
Improved Digital Experience	Customers online interactions with the Council will be greatly enhanced so that the Councils online experience meets the expectations of its citizens.
Increased Visibility	The Customer will have oversight of their place in a given process and will be kept informed via emails & SMS to ensure they know what the Council is doing for them.
Joined Up Service	The Customers experience as they move between departments or teams will become more seamless as they will be sharing processes and data.
Enabling Digital Communities	By shifting Customers online, A&W will be able to create and nurture digital communities for its citizens to open new channels of collaboration.
Social Interactions	By adopting model customer platforms, A&W will be able to interact with their citizens via social channels and use this information to help improve services.
24/7 Services	Customers will be able to interact with the Council outside of the 9 – 5 on a number of new transactional services.
Mobile Interactions	The new platform will be designed with 'mobile-by-default' in mind so it wont matter if someone wants to interact on their laptop, desktop, mobile or tablet device.

PRODUCTIVITY

As with the platform approach, comparing a legacy on-premise productivity suite with a cloud-based solution can be difficult. This investment profile is designed to show the potential of cloud investment by looking at benefits to the customer and migration away from on-site technology. The table below presents the benefits of a good productivity suite to users and customers.

CUSTOMER BENEFITS

Benefit	Details
Instinctive collaboration and integration with the current offering	<p>Give the user the power to create and edit word, sheet and slide documents using desktop and in-browser applications.</p> <p>The ability to work together quickly and efficiently within the organisation will drive productivity and encourage engagement inside and outside the Council.</p> <p>Real-time collaboration will prevent the need to send and resend different versions of the same document and enable discussion and decision-making during, for example, client meetings.</p> <p>Upgrades and improvements are released and implemented by throughout the year.</p>
Connect at any time, anywhere	<p>Applications and documents can be securely accessed anywhere, from any device.</p> <p>In-built instant messaging and social interaction between users across multiple devices.</p> <p>Video conferencing between up to 15 people.</p>
Access from any device	<p>Applications, emails, data and files can be accessed from any mobile or desktop device from any location with an Internet connection.</p>

	Excellent accessibility encourages collaboration and remote working as well as improving overall efficiency by making files and messages readable and editable from anywhere in the world.
Work better, work smarter	<p>Online intra-organisational groups can be created to encourage collaborative working and communication.</p> <p>Partners can be added to groups on a temporary or permanent basis and their access rights can be changed at the document level.</p>
Reach out to partner organisations	<p>Links to documents, meetings and data can be shared and accessed on multiple devices.</p> <p>Social interaction monitors individual status and availability.</p>

COST OF CHANGE

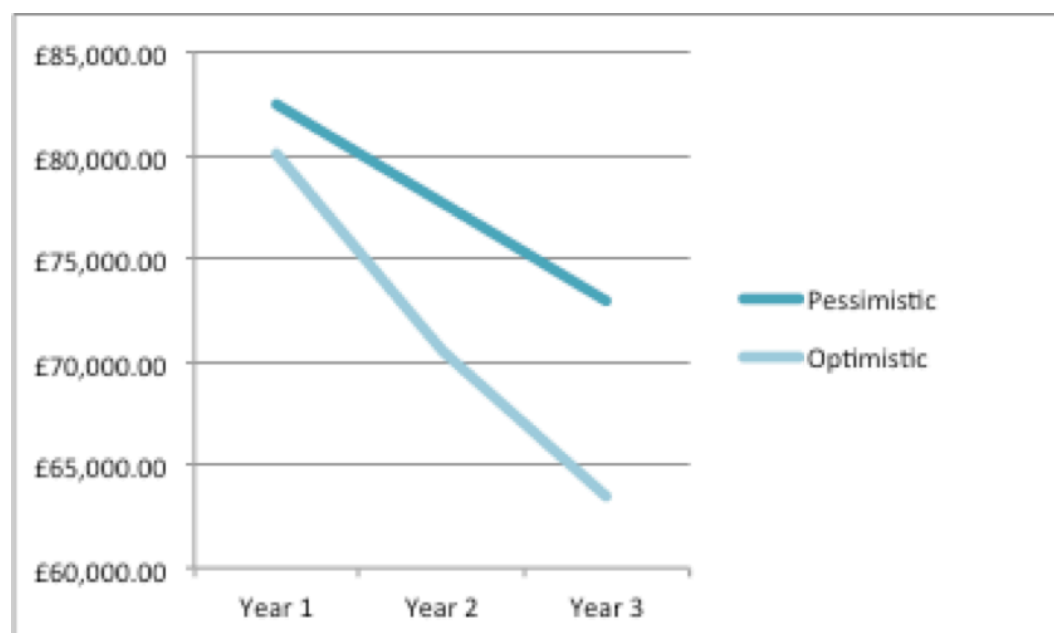
A&W are currently spending the following on their on-premise productivity suite.

Microsoft Licences	Units	Price per Unit	Total
Office Suite	968	£48.97	£47,402.96
Exchange Services	945	£22.30	£21,073.50
Total			£68,476.46

LICENCES AND SUPPORT

Bases on a pessimistic and optimistic uptake of the cloud-based productivity suite, we have profile the following estimated licence costs:

	Year 1	Year 2	Year 3
Pessimistic	£82,472.37	£77,732.07	£72,991.78
Optimistic	£80,102.22	£70,621.63	£63,511.18



IMPLEMENTATION

Based on a migration cost of £7.50 per mailbox, the estimate implementation for 1100 users into a cloud productivity suite would be **£8,250**. This would move the entire organisations mail and calendar exchange onto a cloud based productivity suite in advance of any phased roll-out of the cloud office suite.

THINGS TO BEAR IN MIND

There are a few key things to be aware of when adopting cloud-based technologies that A&W should be aware of:

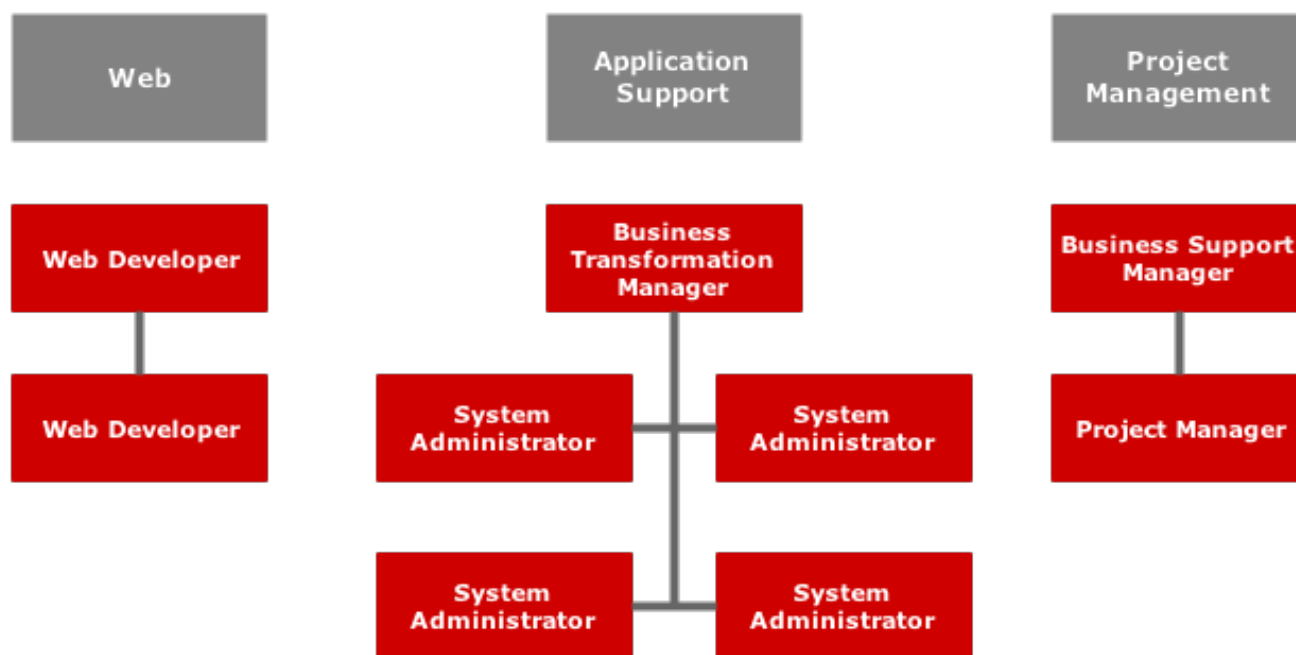
- The importance of robust Governance to control the roll-out and spend of the new technology – This must be in place and active to ensure successful delivery
- Monitoring your per usage meter of as-a-service products – This needs to be reviewed regularly to ensure you are getting the most out of your solution
- Be aware that providers will offer more attractive discounts for longer term deals – This must be weighed up carefully with the trap of 'supplier lock-in'
- Moving to as-a-service approach can lead to more usage than before because of the increased flexibility and innovation
- Although many as-a-service products are relatively easily interchangeable (I.e. Payment engine, electronic signatures etc.), your core process platform cannot be exported and rebuilt in another technology easily – This means that great care must be taken the right technology is invested in up front
- All APIs aren't equal – Although providers will often claim they have open APIs. When you look under the hood they are sometimes limited. Ensure you get full technical documentation if you are at all unsure of their scope

RESOURCE PROFILE

Becoming a digital council is not just about technology, it will require redesigning and re-engineering on all levels including people. A transformation of this kind requires a host of new skills & competencies that may or may not be found in existing traditional IT teams. Once the new digital technology is established, A&W will need to set-up a Digital Team to support the recommended roadmap of activity. This resource profile is designed to look at current resource, what will be needed in the digital team, how to source the right skills and how to make the team self-sufficient.

CURRENT RESOURCES

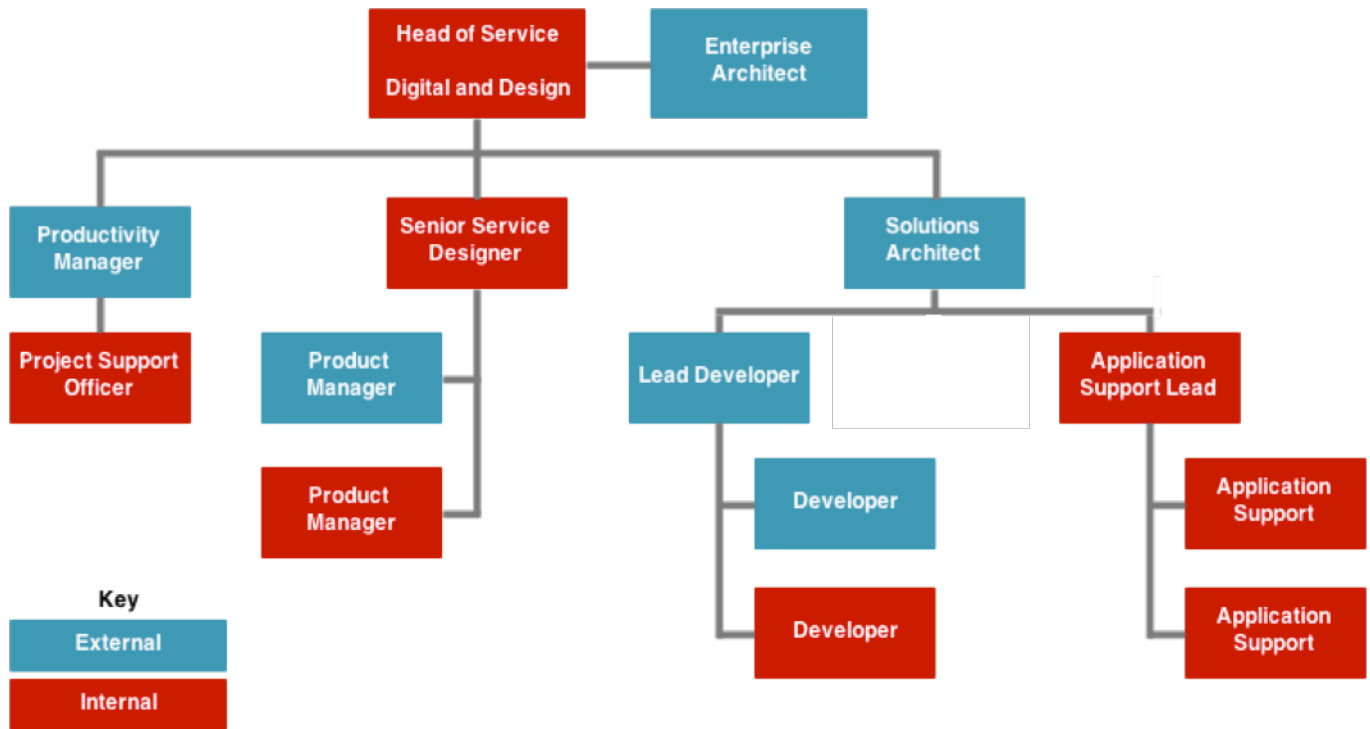
The following resources have been identified as existing roles within A&W split across web, application support and project management. When settings up the new Digital Team as outlined below, these resources should be considered for up skilling for delivery.



It should be noted that there will be further impact on operational staff who are required to work with the digital delivery team. For example, if A&W are to use staff as a Product Owner this could represent up to 0.5 of an FTE across 2 sprints for a complex product. There may need to be considerations around backfilling of posts in key areas (such as the Contact Centre) during this time.

DIGITAL TEAM STRUCTURE

Based on the Digital Roadmap, we would envisage A&W requiring a new digital delivery team as outlined below. It should be noted that this is what we would expect to get started. Once the team is up and running, we strongly recommend rapid up skilling of internal staff and reduction in dependency on external suppliers as outlined below.



ROLES AND RESPONSIBILITIES

Head of Digital & Design

Oversee and ensure delivery of the digital programme.

Enterprise Architect

Oversee the creation of the platforms application, data, technology and security architecture. Responsible for creating the optimum enterprise-wide solution in the context of the customer's environment, requirements, and financial resources. Ensure a good quality system design that provides good system performance, an effective human-machine interface, optimal operational cost, and flexibility for future change.

Productivity Manager

Management of the Productivity suite roll-out. Responsible for managing the change and adoption from the existing suite to the new cloud-based offering.

Project Support Officer

Support to the Productivity Manager for the roll-out.

Senior Service Designer

Responsible for leading on the redesign of the business and service delivery in conjunction with the technology refresh. Lead on the change management activities required to transition users onto the new technology.

Product Manager

Manages the entire product line lifecycle from strategic planning to tactical activities. Organise and plan sprints. Ensure delivery deadlines are met. Liaises with stakeholders to maximize transparency to the business and works closely with the Dev Lead to define product release requirements.

Solution Architect

Responsible for the overall design of the solution and mapping business requirements to systems/technical requirements. Ensures that the solution fits within the enterprise architecture and translates non-functional and functional requirements into design.

Lead Developer

Manages the development team. Run daily stand-ups. Run story-pointing sessions. Run the Show & Tells to demonstrate the new applications to the business. Mentors and motivate the developers (thereby increasing sprint velocity). Leads on training end-users with the support of the Product Manager.

Developer

Develop & Configure Solution component in line with user needs.

Visual Designer

Lead for all aspects of visual design related to the over solution. Champion of the user interface and experience to support the activities of the Solution Architect.

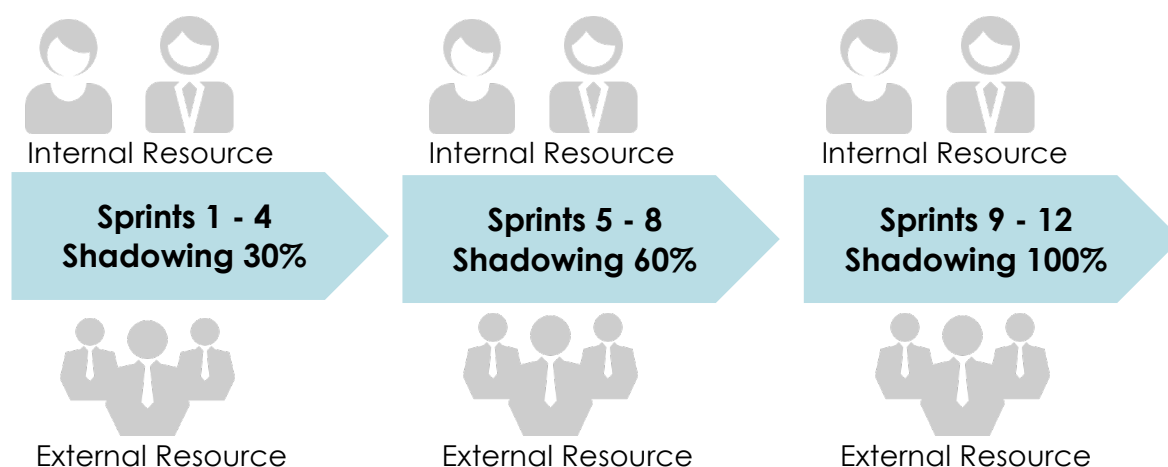
Application Support

Supports the Development Team with deployments, administration of the platform, data quality assurance and testing. It is envisaged that these resources will up skill and gain the skills needed to develop products.

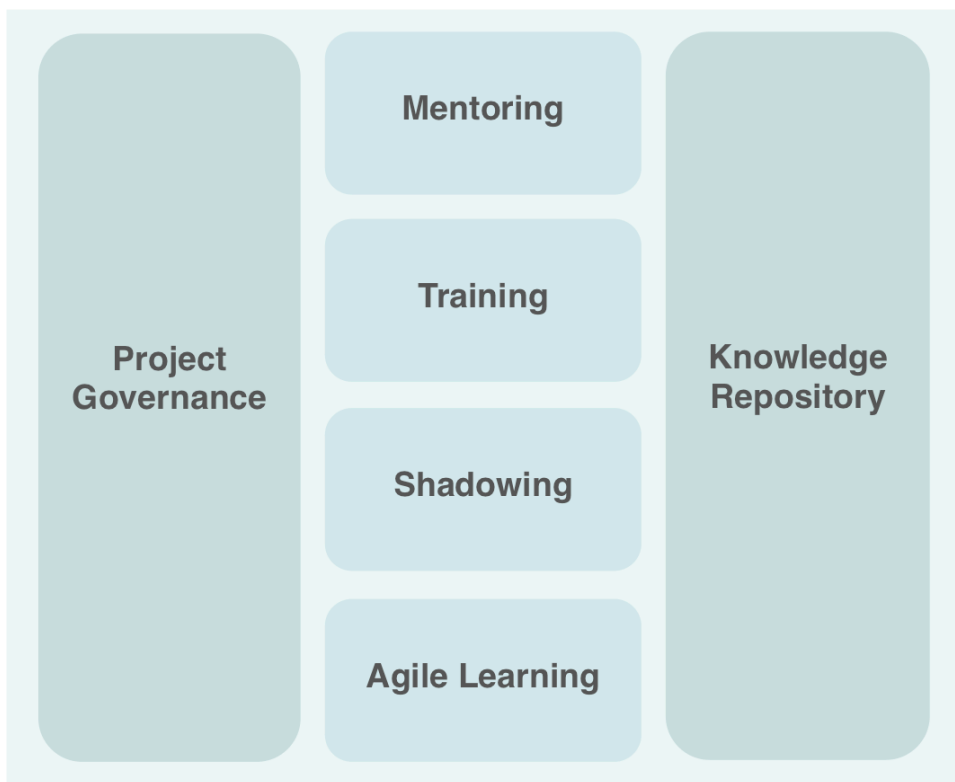
This represents a skill set that is envisaged to start the Digital Team, however, this skill set will evolve over time. In order for A&W to manage the skills they need, we would recommend the following approach to becoming self-sufficient.

INTERNAL SUSTAINABILITY

For the continuity and sustainability of the digital transformation, we would recommend a phased approach to the up skilling of internal staff. A typical example of this is illustrated below.



We recognise that finding the capacity with staff who have an existing day job can be difficult to manage during the transition to the new team and approach. By taking a phased approach as outlined above, we believe that this transition can be managed coupled with some of the wider up skilling approaches as outlined below.

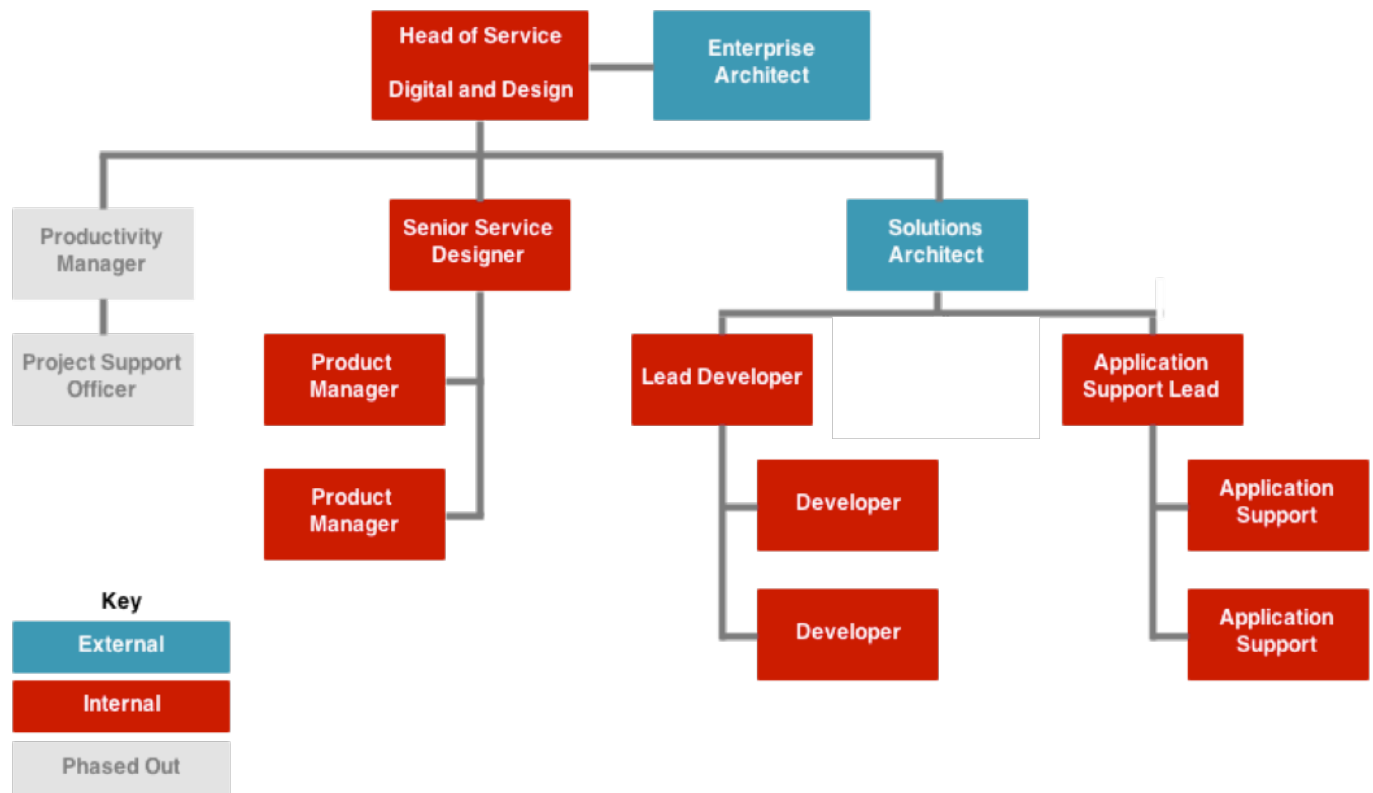


Project Governance	Overarching project governance to support the delivery and protect them from being over burdened with legacy workload during the phased approach.
Mentoring	1:1 mentoring from external resources to give detailed knowledge transfer and on the job training.
Shadowing	Following an observing the digital team either full-time or part-time to start the knowledge transfer process.
Training	Formal training in the tools and methodology relevant to the Digital Team activities.
Agile Learning	The willingness to learn 'on the fly' and pick up new skills as they are required. These skills will then be iteratively honed in as the team delivers.
Knowledge Repository	Use of knowledge base tools to build up and share collateral and information to support the delivery team.

TARGET STATE: DIGITAL TEAM

By adopting the approach outlined about, A&W will have the potential to become a primarily self-sufficient team with minimal support from external resources to run the digital programme.

We would recommend the following target state for the digital team.



We would strongly advise A&W to maintain a clear vision of the transition path of the team to become more internally resourced. Review checkpoints should be placed into the established delivery programme to monitor this transition. This will allow A&W to manage their dependence on external resources and costs as outlined below.

EXTERNAL RESOURCING

In order to quickly establish the new digital delivery team as outlined above, we have estimated the investment required to acquire these types of skilled resources. We have estimated these costs based on a 4 week sprint where the team will be working on one or more Products. The blended day rate of £700 (Inc. expenses) has been used based on an average rate available on the GOV.UK Digital Marketplace.

Resource	Blended Day Rate	Days per Sprint	Cost per Sprint
Enterprise Architect	£700	6	£4,200
Productivity Manager	£700	18	£12,600
Product Manager	£700	20	£14,000
Solution Architect	£700	20	£14,000
Lead Developer	£700	20	£14,000
Developer	£700	20	£14,000
TOTAL			£72,800





As outlined above, we would advise A&W actively pursue the reduction of these costs by up skilling internal staff. These costs should also be monitored at programme check points through the delivery lifecycle. If the target state digital team is achieved, the per sprint external cost can be greatly reduced as outlined below.

Resource	Blended Day Rate	Days per Sprint	Cost per Sprint
Enterprise Architect	£700	8	£4,200
Solution Architect	£700	10	£7,000
TOTAL			£11,200



OBTAINING DIGITAL RESOURCES

In order to obtain the required resources, we would recommend a blended model of the following 4 approaches.

Source	Description
	Use of the GOV.UK G-Cloud Framework to obtain external resources. https://www.digitalmarketplace.service.gov.uk/
	Obtaining external resources directly from your chosen delivery partners.
	Use of a train-the trainer model to enable experienced people train up less experienced people rather than having to always use external resources.
	Internally employ new graduates / interns to up skill into new roles as required – E.g. Junior Developer, Junior Product Manager.

2015/16 COUNCIL TAX SUPPORT SCHEME

REPORT BY DIRECTOR FOR DIGITAL AND RESOURCES AND THE DIRECTOR FOR CUSTOMER SERVICES

1.0 SUMMARY

- 1.1 Members now have the freedom to set a local Council Tax Support Scheme which will apply to 'working age' customers. The Councils opted to retain the national scheme for the past two years and Members are now asked to consider what they would like to do for 2015/16.
- 1.2 Members are asked to approve one of two Council Tax Support Schemes. The first option is similar to that approved in the past and mirrors the national 'default' scheme. The second option seeks to ensure that every resident will pay an element of Council Tax. This will be achieved by ensuring that every resident pays £5.00 per week.
- 1.3 To help inform the decision a public consultation exercise has been run and the final results will be circulated at the meeting.

2.0 BACKGROUND

- 2.1 From 31st March 2013 the national Council Tax Benefit scheme was abolished and each Council was required to determine its own local Council Tax Support scheme. There are statutory protections for all pensioners and refugees, so local schemes only apply to "working age" customers.
- 2.2 The introduction of local schemes was accompanied by a reduction of around 10% in the amount of subsidy paid to local authorities. Overall the net cost of introducing the scheme in 2013/14 was originally estimated to be:

	2013/14 estimated cost of CTS	Council share of overall cost	Grant received	Net cost	Percentage shortfall in funding
	£'000	£'000	£'000	£'000	%
Adur	5,370.10	924.60	-850.00	74.60	8.07%
Worthing	7,417.00	1,056.50	-947.00	109.50	10.36%

2.0 BACKGROUND

- 2.3 However, following finalisation of the accounts it became clear that the true cost to the Council was lower than expected as the cost of Council Tax Support had fallen:

	2013/14 cost of CTS	Council share of overall cost	Grant received	Net cost	Percentage shortfall in funding
	£'000	£'000	£'000	£'000	%
Adur	4,975.00	913.80	-850.00	63.80	6.98%
Worthing	7,049.00	1,004.10	-947.00	57.10	5.69%

- 2.4 As almost exactly half the Council Tax Support caseloads for both Adur and Worthing relate to pensioners, to reduce the overall cost of benefits paid by an equivalent amount, there would need to have been a potential reduction in awards for working age customers of around 12 - 13% in 2013/14.
- 2.5 In respect of both 2013/14 and 2014/15, Members determined that the localised schemes for both Adur and Worthing should replicate the previous national scheme and that the Councils would fund the reduction in subsidy received by utilising the new Council Tax Freedoms.
- 2.6 Over the past few years the cost of Council Tax Support has fallen. This is despite having made no change to the scheme.

Overall cost of Council Tax Support	2012/13 Actual	2013/14 Actual	2014/15 Estimate
	£'000	£'000	£'000
Adur	5,195	4,975	4,733
Worthing	7,287	7,049	6,885
	12,482	12,024	11,618
Annual decrease		3.67%	3.38%

- 2.7 However, the grant towards the cost of Council Tax Support was consolidated into revenue support grant which is set to fall at a faster rate. This means that the councils face an ever increasing cost associated with the scheme. The level of subsidy for 2014/15 increased to:

2.0 BACKGROUND

	2014/15 estimated cost of CTS	Council share of overall cost	Grant received	Net cost	Percentage shortfall in funding
	£'000	£'000	£'000	£'000	%
Adur	4,733.00	813.40	-735.80	77.60	9.54%
Worthing	6,885.00	979.00	-820.40	158.60	16.20%
Increase in level of subsidy for 2014/15:					
Adur				13.80	
Worthing				101.50	

2.8 The amount of subsidy towards the cost of the scheme is likely to increase further in 2015/16 to:

- **Adur** £177,000 equivalent to a 21.76% funding shortfall (an increase of £100,000 on 2014/15)
- **Worthing** £270,000 equivalent to a 27.57% funding shortfall (an increase of £111,000 on 2014/15)

And will continue to increase whilst government grant is reduced. It will become ever more difficult, if not impossible, to recoup the shortfall of funding from claimants.

2.9 There is only one type of scheme change which will have a substantial impact on the cost of Council Tax Support to the Councils and this is to ensure that all claimants pay some Council Tax. Consequently Option 2 is based on the option to charge all Council Tax Support claimants a minimum amount. The consultation does allow for other types of change and members can request that these also be built into Option 2.

3.0 OPTIONS

3.1 Members are asked to consider which of two options that they wish to adopt for 2015/16 and to consider whether the option chosen should form the basis of the scheme for the next three years:

- **Option 1:** retains the status quo and continues to mirror the national 'default' scheme with added protection for war widows and widowers;

3.0 OPTIONS

- **Option 2:** Each Household will pay a minimum of £5.00 per week irrespective of the Council Tax Band that the property is in. £5.00 is chosen as the upper limit of the range £2.50 – £5.00 which was the range most supported in the recent consultation:

Amount to be paid – Initial results for 2014/15	Adur	Worthing
	%	%
Nothing	18.7	19.4
At least £2.50	32.0	31.8
At least £5.00	31.1	32.1
More than £5.00 per week	18.3	16.7

The 'average' property in both Adur and Worthing is in Band C. So a £5.00 reduction will be equivalent to an 18.5% (Adur) and 19.2% (Worthing) change in the level of support awarded.

Whilst this may seem a small amount to pay, in relation to those who claim Council Tax support the impact may be higher. For example:

- A single claimant aged 25 or over who currently receives full Council Tax Support will have a weekly income of £72.40 (so £5 to pay would represent 7% of income)
- A couple aged 18 or over with one child who currently receives full Council Tax Support will have a weekly income of £197.48 (so £5 to pay would represent 2.5% of income)

This is estimated to save the councils:

- **Adur:** £90,000
- **Worthing:** £117,000

- 3.2 Whilst the second option appears to be attractive financially, members should be aware that there may be other cost impacts associated with this proposal. Firstly, past experience of collecting small amounts of Community Charge from residents with low income would indicate that a proportion of the additional income will never be collected and eventually written off. In 2013/14 there was a national reduction for in-year Council Tax collection of 0.4% and this is only the second such reduction since Council Tax was introduced. Secondly, we will expect collection costs will increase due to the need to support substantially more accounts which amounts to 2,600 in Worthing alone. It is estimated that both Councils would need to invest in additional staffing resources of around £20,000.

3.0 OPTIONS

3.3 Social Impact of Council Tax Support Reduction

3.3.1 There is evidence that the introduction of reducing Council Tax Support can create hardship and social costs that impact on other Council services – leading to increased pressures on this services and costs being shunted.

3.3.2 In a review of the impact of Council Tax Support Reduction the Citizen's Advice Bureau (CAB) summarised three concerns:

- Protection of the “vulnerable” exacerbates the impact on others
- Shortfalls could lead to hardship and debt
- There are flaws in justification that claimants are best protected by moving into work

Details of the study undertaken by the CAB Social Policy Co-ordinator is provided in Appendix 2.

3.3.3 Any increase in Council Tax debt is likely to impact on the payment of rent and mortgage payments. The resulting arrears increase the risk of possession action resulting in homelessness. This will certainly increase demand on the Councils' Housing Advice and Homelessness service. In some cases a duty to house will be accepted by the Councils that incur costs in temporary accommodation.

3.3.4 For Adur Homes and Worthing Homes (along with all other social landlords) there is a likelihood that where tenants previously in receipt of full Council Tax Benefit have to make a contribution to Council Tax, Council Tax debt will be prioritised in favour of payment of rent. As noted above, not only will this increase the risk of rent arrears leading to homelessness, it will reduce rent collection and increase bad debt.

3.3.5 In addition to the housing costs, households on low income may prioritise Council Tax arrears above other basics/essentials such as food and fuel, adversely impacting on the wellbeing of individuals and families.

3.4 The cost of undertaking the annual consultation is £25,300 and the annual consideration causes financial uncertainty to our claimants. Consequently Members are asked to consider using the scheme adopted for 2015/16 as a basis for the scheme for the following two years. Members should be aware that a potential difficulty of adopting a three-year scheme relates to being unable to incorporate other welfare reform changes (such as the introduction of Universal Credit). Consequently, the scheme will need to be revisited and approved each year to update it for technical changes but this can be the subject of a more limited consultation exercise.

4.0 CONSULTATION

- 4.1 The Councils undertook a consultation exercise in 2014 to help inform the development of the 2015/16 scheme. The outcome of this consultation is attached at appendix 1.
- 4.2 The councils have undertaken a similar consultation this year. However in recognition of the problems caused by child poverty, any changes relating to assessment of both child benefit and child support were excluded from the consultation this time.
- 4.3 Questions regarding residency were also excluded from the 2015/16 consultation as over the summer there was a legal judgement against Sandwell Council which indicated that it is illegal to impose restrictions based on residency. The High Court struck down Sandwell Council's policy of refusing a Council Tax reduction to anyone who had not lived in the area for at least two years. In a judgment highly critical of the Council, Mr Justice Hickinbottom ruled that the two year residency rule was unlawful on six separate grounds. The Council acted outside its statutory powers, the two year rule is irrational and discriminates on grounds of race and gender and the Council failed to hold any consultation or comply with its equality duties.
- 4.4 At the time of writing the report, the final outcome of the consultation is not yet known. However to date we have received the following number of responses:

Adur	1,301 (223 or 17.1% claim Council Tax support)
Worthing	1,822 (253 or 13.9% claim Council Tax support)

- 4.5 Initial analysis would indicate the following support for reducing the amount given to residents on low income:

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

Overall	Yes	No
Adur	57.6%	42.4%
Worthing	58.3%	41.7%

This can be further broken down between those that claim benefit and those that don't as follows:

Adur	Yes	No
Council Tax Benefit claimants	25.1%	74.9%
Other residents	64.4%	35.6%
Worthing		
Council Tax Benefit claimants	19.4%	80.6%
Other residents	64.6%	35.4%

4.0 CONSULTATION

The initial results are attached at appendix 3. The final results with a detailed analysis will be circulated at the meeting.

- 4.6 The regulations set down the legal requirements for the development of new schemes including the consultation requirements. Major precepting authorities must be consulted with. The Council has met this requirement by participating in a cross county working group to develop a common framework for Council Tax Support Schemes. The County are a member of the working group. Officers will notify the County of any intention to change the detail of the scheme following the decision of the Committee.
- 4.7 The Council is also required to consult with the public about the draft scheme in such a manner as it thinks fit. The Councils have opted to consult with the public by asking questions about the features of the new scheme which the Council believed was a clear way of informing consultees of the choices regarding the draft scheme.

5.0 LEGAL IMPLICATIONS

- 5.1 Section 13A of the Local Government Finance Act 1992, as amended, states that the billing authority for the area may reduce the amount of Council Tax payable as it thinks fits.
- 5.2 Any Council Tax Reduction Scheme must comply with the relevant sections of the Local Government Finance Act 2012 and with the delegated legislation under that Act as contained within The Council Tax Reduction Scheme (Default Scheme) Regulations 2012 and the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, as amended.
- 5.3 Further under Schedules 4 paragraph 3 of the Local Government Finance Act 2012 the Councils are required before making the Schemes, and do so in the following order, consult with the major precepting authorities, publish a draft scheme in such manner as it thinks fits and consult with such other person as it considers are likely to have an interest in the operation of the Scheme. Note that any revision of a Scheme must follow the same process as the making a Scheme. In the case of R (Moseley) v London Borough of Haringey [2014] UKSC 56 the Supreme Court held that the statutory duty of consultation required the consultees to be provided with information about the draft scheme but also with an outline of the realistic alternatives and an indication of the authority's main reasons for adopting the draft scheme

6.0 FINANCIAL IMPLICATIONS

- 6.1 The Councils are faced with the increasing cost of the Council Tax Support Scheme as Government reduces the amount of grant received by the Councils year on year.

6.0 FINANCIAL IMPLICATIONS

Net Cost of Council Tax Support	2013/14	2014/15	2015/16
	£'000	£'000	£'000
Adur	63.80	77.60	177.03
Worthing	57.10	158.60	269.90

6.2 However, to reduce the cost of Council Tax Support by an equivalent amount would require draconian reductions in the amount of benefit paid. To recover the expected shortfall in 2015/16 would require significant reductions of over 40% in the level of benefit paid. This would be at a level not supported by the recent consultations which indicated an amount of £5.00 or less per week which is roughly equivalent to an 18 – 19 % reduction.

6.3 If members opt for Option 2 which would reduce the amount of benefit paid, the initial financial gain is estimated to be:

	Adur	Worthing
	£'000	£'000
Impact of reduced Council Tax Support cost on Council Tax income	90	117
Less: Additional staffing required	-20	-20
Less: Allowance for increased write offs @ 5% of additional income raised	-5	-6
	65	91

7.0 CONCLUSION

7.1 Whilst there may be some financial advantage in reducing the amount of Council Tax Support awarded, to make a substantial saving the benefits awarded would have to be significantly reduced. This may have a significant impact on the claimants and the costs associated with increasing deprivation may outweigh the initial financial advantage gained.

8.0 RECOMMENDATIONS

8.1 The Joint Strategic Committee is asked to:

- (i) Recommend to Adur District Council to approve the preferred option for the Council Tax Support scheme for 2015/16;

8.1 RECOMMENDATIONS

- (ii) Recommend to Worthing Borough Council to approve the preferred option for the Council Tax Support scheme for 2015/16;
- (iii) In respect of both Councils to consider whether the preferred option should form the basis of the scheme for 2016/17 and 2017/18 subject to consultation and formal approval in each year.

Local Government Act 1972

Background Papers: Localising Support for Council Tax in England report to the Joint Strategic Committee held on 22nd July 2014

Welfare Reform Act 2012

Local Government Finance Bill 2012

Minutes of the meetings of the Joint Strategic Committee of Adur District and Worthing Borough Councils held on 26 July 2012 and 28 November 2012

Council Tax Support Schemes in England: What Did Local Authorities Choose, and with What Effects? – IFS report R90

How have low-income families been affected by changes to Council Tax support? – Report by the Joseph Rowntree Foundation

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SCHEDULE OF OTHER MATTERS

1.0 COUNCIL PRIORITY

- 1.1 By undertaking a public consultation about the proposed changes, the Councils will be listening to and engaging with our communities.

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 Any change implemented to the Council Tax Support Scheme will apply equally to all 'working age' local residents in each area.

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 There is a statutory duty on the Councils to do what is proposed and not doing it would carry severe financial and reputational risks.

10.0 HEALTH AND SAFETY ISSUES

- 10.1 Matter considered and no issues identified.

11.0 PROCUREMENT STRATEGY

- 11.1 Matter considered and no issues identified.

12.0 PARTNERSHIP WORKING

- 12.1 Matter considered and no issues identified.

**YOUR CHANCE TO BE THE CHANCELLOR –
BUDGET CONSULTATION 2013 – CHANGES TO THE BENEFIT SYSTEM**

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

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

ABOUT YOU:

1. Do you live in:

Adur District Council	738
Worthing Borough Council	1,307

2. Do you currently claim Council Tax Benefit?

	Adur		Worthing	
Yes	79	(10.7%)	126	(9.6%)
No	659	(89.3%)	1,181	(90.4%)

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

IDEA 1

3. All working age claimants should pay something?

	Adur		Worthing	
Strongly Agree	330	(44.7%)	615	(47.1%)
Agree	298	(40.4%)	490	(37.5%)
Disagree	64	(8.7%)	128	(9.8%)
Strongly Disagree	46	(6.2%)	74	(5.7%)

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

	Adur		Worthing	
Nothing	111	(15.0%)	184	(14.1%)
At least £2.50 per week	196	(26.6%)	391	(29.9%)
At least £5.00 per week	247	(34.8%)	449	(34.4%)
More than £5.00 per week	174	(23.6%)	284	(21.7%)

**YOUR CHANCE TO BE THE CHANCELLOR –
BUDGET CONSULTATION 2013 – CHANGES TO THE BENEFIT SYSTEM**

IDEA 2

5. **Working age claimants living in larger properties should pay proportionately more than claimants living in smaller properties?**

	Adur		Worthing	
Strongly Agree	265	(35.9%)	486	(37.2%)
Agree	295	(40.0%)	538	(41.2%)
Disagree	115	(15.6%)	189	(14.5%)
Strongly Disagree	63	(8.5%)	94	(7.2%)

6. **Do you think the maximum support a claimant is entitled to should be higher or lower than the average Council Tax Band C (equivalent to £1,404.32 in Adur and £1,347.92 per year in Worthing)?**

	Adur		Worthing	
More than Band C	67	(9.1%)	86	(6.6%)
Same as Band C	302	(40.9%)	645	(49.3%)
Less than Band C	369	(50%)	576	(44.1%)

IDEA 3

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

	Adur		Worthing	
Strongly Agree	346	(46.9%)	640	(49.0%)
Agree	287	(38.9%)	476	(36.4%)
Disagree	65	(8.8%)	124	(9.5%)
Strongly Disagree	40	(5.4%)	67	(5.1%)

**YOUR CHANCE TO BE THE CHANCELLOR –
BUDGET CONSULTATION 2013 – CHANGES TO THE BENEFIT SYSTEM**

IDEA 4

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

	Adur		Worthing	
Strongly Agree	136	(18.4%)	270	(20.7%)
Agree	224	(30.4%)	387	(29.6%)
Disagree	238	(32.2%)	371	(28.4%)
Strongly Disagree	140	(19.0%)	279	(21.3%)

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

	Adur		Worthing	
None	126	(17.1%)	249	(19.1%)
£6,000	211	(28.6%)	333	(25.5%)
£10,000	184	(24.9%)	335	(25.6%)
More than £10,000	217	(29.4%)	390	(29.8%)

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

	Adur		Worthing	
High Impact	20	(2.7%)	52	(4.0%)
Medium Impact	81	(11.0%)	120	(9.2%)
Low Impact	145	(19.6%)	260	(19.9%)
No Impact	377	(51.1%)	688	(52.6%)
I don't know	115	(15.6%)	187	(14.3%)

IDEA 5

11. Before someone of working age is allowed to claim for Council Tax support do you think they should have lived in the area for a certain length of time?

	Adur		Worthing	
0 Years	145	(19.6%)	233	(17.8%)
2 Years	325	(44.0%)	614	(47.0%)
5 Years	268	(36.3%)	460	(36.3%)

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14

INTRODUCTION

From 1 April 2013, Local Authorities in England have been responsible for running their own Council Tax Reduction (CTR) schemes (also known as Council Tax Support). Since each local authority had to develop its own scheme, the entitlement to CTR may be very different, depending on which local authority a resident comes under.

In West Sussex the local schemes vary from provision of full CTR, to support for only 61% of CT liability. Thus, inequalities of treatment already exist.

Whilst recognising the need to collect Council Tax to fund adequate services, Citizens Advice have set out their chief concerns about the impact of CTR as follows:

- **Protection of the “vulnerable” exacerbates the impact on others**

The protection of pensioners (those receiving Guaranteed Pension Credit) is good for this group, but it could be seen as socially divisive. Local authorities can also consider protecting other groups deemed vulnerable, however, the more groups which are defined as such, the greater the impact will be on those who aren't.

- **Shortfalls could lead to hardship and debt**

The combination of cash-limiting, 10 % spending cut and pensioner protection will lead to substantial cuts in maximum payment for most non-pensioner household. There is no element within basic benefit levels to provide for contributions to CT. So people are likely to experience hardship if they try to meet CTB shortfalls from basic incomes and debt if they don't.

- **There are flaws in justification that claimants are best protected by moving into work**

The government has suggested that claimants can best be protected by LAs moving them into work. However, there are several flaws in this argument:

- assumption that LAs in future will be able to create jobs, almost at will, appears to be at odds with likely labour markets realities.
- some existing CTB claimants are already in work.
- some existing CTB claimants are unable to work because of ill-health, disabilities or caring responsibilities.
- some existing CTB claimants have been officially deemed capable of work, but are in practice unlikely to find a job.

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14

INTRODUCTION

In this report we have concentrated on client experience in Central & South Sussex CAB. This covers the Local Authority areas for Adur & Worthing, Mid Sussex, Horsham and Crawley. However, in the final section (Other Research) we have included links to a more general impact study carried out by the New Policy Institute; and also to a Citizens Advice article about good practice in CTR schemes.

We have included various case studies below which demonstrate the impact of the introduction of CTR. Key problems have been affordability, mainly through low incomes or the impact of CTR combined with other welfare reforms; and the importance of clear communication on the part of LA's when first introducing the scheme. We have not identified individual LA's for reasons of confidentiality. In order to preserve anonymity of clients, we have occasionally changed or omitted some dates and amounts of money.

CASE STUDIES

Affordability

Client A was receiving £72.40 per week Jobseekers Allowance (JSA). Council Tax Benefit (CTB) was formerly paid in full, however the client now had to pay a 39% contribution to his Council Tax bill which meant he could not afford other things such as food. He had priority debts of Council Tax arrears, rent arrears and was in arrears with his gas bill. He had come into the bx for a food voucher.

Client B's only income was £71.70 ESA weekly. He was previously receiving the support component but this ceased in March when his ESA was stopped. He had a date for an appeal hearing and hoped that the support component would be reinstated and backdated. However, the appeal process had taken considerable time and it seems that he did not receive the benefit for a period.

He owed £450 arrears of Council Tax and had been threatened with a summons by the council. The client said that he could not afford this. Following the introduction of the new CTR regime, he was required to pay £6pw Council Tax.

Client C had been in receipt of ESA for some months, receiving only £61pw due to a Crisis Loan repayment. He did not realise that under the CTR new rules he had become liable for 39% of his Council Tax bill (£444). The matter had escalated to the extent that client's arrears increased to £676 (including bailiffs' charges) and he had been threatened with committal proceedings.

This client now had to budget for £3.60pw towards his current year's bill, plus a further £8.60 pw (subject to confirmation of next year's CT bill), which was 20% of his weekly income spent just on Council Tax.

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14

CASE STUDIES

Affordability

Client D's ESA was reduced, several weeks before he visited the CAB, as he was considered fit for 'some' work. He had sent in an appeal and his ESA had been reduced to £60.00 per week. His Housing Benefit had been affected and he was also being asked to pay £30 per month in Council Tax.

He had mental health and confidence issues.

He was not able to manage financially and could not pay the £30.00 CT as this would leave insufficient for food and utility bills.

Client E was 60 years old and had not worked for 2 years. He received ESA for the first year and was now on JSA. This client received Housing Benefit which did not cover all the rent, leaving a £40pm shortfall. Due to the change in Council Tax Benefit, he also had to pay £28pm CT. He said that he could not afford this additional expense. He had already taken a Budget Loan from the job centre for £340, being repaid at £7pw deducted from JSA.

The client requested and was given a food voucher as he had run out of money and was struggling to pay household expenses.

Client F's partner was receiving work related ESA. The client had child of 2 and cared for her partner. She contacted CAB because of a recent Council Tax bill. In her words:

"I have just received my provisional Council Tax bill for next year and there is no way I can afford to pay it. I live with my partner and my 2 year old son in my own house which is mortgaged. My partner has been receiving ESA for 2 years and there is no chance of him being well in the near future. I cannot work as I have to look after both my partner and my toddler. I have spoken to the council and they say there is nothing they can do as the government has changed the way the rebate works. My bill is for £720 and there is no way I can find another £70 a month. What can I do?"

Client G had been on ESA since 2010 in work related group and had been receiving full CTB. He now had to pay £722 p.a. that he said he could not afford as he also had to pay £233 p.m. towards his private sector rented accommodation as there was a shortfall in his HB.

He had two children aged 2 and 4 whom he could not look after because of his chronic fatigue syndrome and so his wife could not go to work as she had to look after them. He did not know how he was going to cope with these financial difficulties.

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14

CASE STUDIES

Affordability

Client H was apparently only left with £20.00 per week to live on after paying all her bills. She was a single person who worked part time. The new CTR scheme meant an increase in monthly payments which she could not afford. She was afraid of being taken to court. She also had now to pay a spare room subsidy and was trying to downsize from her 3 bed house to 2 bed (her adult son lived with her some of the time).

Debt Recovery

Client J was moved from JSA to ESA but the time gap meant he had to take out a crisis loan to tide him over. He was paying this back so his income was just £63pw plus HB and some CTB. He also had rent arrears which he was paying off at £30pm

He had no money for the additional CT so the local council took him to court and added £105 to the £250 bill. He had paid off 2 payments of £20 of this bill but was unable to keep up his instalments and so was told he had forfeited the right to pay by instalments and received a demand for a lump sum of £356. He was anxious because his debts were mounting but he was unable to pay.

Communication

Client K lived with husband, daughter and son (19). The husband was on ESA and the he family also received CTC and HB with Council Tax reduction. Previously there was no rent or Council Tax to be paid as these were covered by benefits. When the client's son got a job, he was told by the council that he was deemed to pay £42.90 towards the rent but no mention was made of Council Tax.

We contacted the council's Council Tax department and the council representative seemed confused in their explanation of the liability for Council Tax and why the household had lost the CTS benefit. They appeared to be claiming that the son had some kind of liability but this could not be the case as the married couple are the only ones having joint and several liability.

Client M was in receipt of DLA; he received the lower mobility element. We advised him that he should receive full CT support accordingly but then the client received a bill and summons for outstanding CT. The CAB adviser was told by Census that the client needed to be in receipt of the care element of DLA to get full support. The client therefore set up a direct debit to pay the CT bill.

The adviser queried this policy on 2 occasions with Census and was told the same thing: the care element needed to be in payment.

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14

CASE STUDIES

Communication

The client then received a letter saying he was on full CT support because he gets DLA. The client was confused by differing advice and upset by having to set up needless direct debits as well as making frequent visits to CAB to sort it out.

Client N came in because he wanted to know why there is an extra £73.92 CT payable by him annually despite the fact that he was in receipt of HB and CTB. He had been on CTB for the last 5 years and all his CT has been paid in full by the CTB. He had written a letter to CenSus asking why the change, but had not had a reply. He was not advised in advance of the new CT year that he would have to pay part of the CT and was convinced there had to be a mistake. He was worried because he was dependent on benefits and had debts. He was concerned to know how he could afford to pay this additional sum which had been demanded in one lump sum, also concerned that he had not received a reply to his letter.

The Council must tell those who are affected by their decision on the amount of CT payable and the amount paid in CTB when there will be a shortfall that the client must make up out of the benefits he receives.

This client had mental health problems, suffering from depression and anxiety. He said that he had felt suicidal in the past, and had been referred to a psychologist for therapy.

Client P received a Council Tax reminder notice for £10.11 on 9th May 2014 (the notice was dated 1st May) and he was given until 11th May to make payment, or lose the facility of paying by instalments. This was the first indication he had received that he should be paying any Council Tax in this tax year. He could not afford to make the payment immediately, but was willing to try to pay small amounts over time from his fortnightly JSA payments. The client went to the council to find out more about the demand for payment but was simply told he owed the money.

This client had a history of mental health issues, homelessness and worklessness. The impact was shock and surprise, worry about not being able to pay the full amount and potentially losing the entitlement to pay by instalments.

Conclusions

The case studies show that when people on low incomes face a sudden increased expense, they cannot always absorb it. This could apply to those reliant on benefits or to those in work.

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14**CASE STUDIES****Conclusions**

In the case of ESA claimants there are particular problems. We have seen a significant number of clients who have made an initial claim for ESA and whose disability indicates that they would eventually be allocated to the Support Group. However, delays in obtaining a medical assessment are now a minimum of 6 months. Such people remain on the low basic rate of ESA in the meantime and many struggle to meet living costs as a result.

Where a medical assessment takes place and a claimant appeals, under the Mandatory Reconsideration rules, they immediately lose all ESA benefit. Whilst it is theoretically possible to put in a claim for JSA during the appeal process, we have seen cases where the DWP will not allow a claim as the person has been signed off by a GP as unfit to work. Thus, there is a complete loss of income during the appeal process, which is often protracted.

Where people have faced a sudden loss of benefits - whether due to a JSA sanction, a move from one type of benefit to another (which takes a minimum of two weeks to arrange), or on moving into work, the gap in income has often caused financial difficulties.

Problems are sometimes compounded by the loss of passported benefits – Housing Benefit (HB) and CTR – causing debt, including rent arrears.

Another recent development affecting those in work has been a spike in problems sorting out tax credits – Working Tax Credit and Child Tax Credit. Communication lines with HMRC have deteriorated, and clients have reported consequent loss of income.

We have seen cases where the combined impact of CTR and other aspects of Welfare Reform have caused debts – for example where the current LHA rate does not meet their rents so a shortfall has arisen; or where a spare room subsidy reduces HB. Often there are resultant rent arrears.

Those in work may also face a sudden loss of income. The number of clients we see with debts due to a reduction in hours worked, or move to a zero-hours contract has steadily increased over the last year.

In all of the circumstances described above, there will be people who require a temporary income 'safety net'. Although they will be required to pay Council Tax (unless in a protected group) they may only be able to do so through assistance provided by the LA, such as DHP's, via a Hardship Fund, or via the Local Assistance Network.

With regard to communication, it is clearly essential that people fully understand the new rules and are given ample time to prepare for the changes.

COUNCIL TAX REDUCTION (CTR) IMPACT STUDY 2013/14

OTHER RESEARCH

The New Policy Institute (NPI) did a considerable amount of research on the impact of CTR schemes, all viewable here:

<http://counciltaxsupport.org/>

The Citizens Advice national social policy team highlighted a couple of good schemes as part of the “making welfare work locally” project:

<http://www.citizensadvice.org.uk/index/policy/welfareproject/mwwl-case-studies-main-page/mwwl-case-study-showcase-round-2.htm>

END

PROPOSED CHANGES TO COUNCIL TAX SUPPORT FOR THOSE ON LOW INCOMES – Interim results

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

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

ABOUT YOU:

1. Do you live in:

Adur District Council	1,301
Worthing Borough Council	1,822

2. Do you currently claim Council Tax Benefit?

	Adur		Worthing	
Yes	223	(17.1%)	253	(13.9%)
No	1,078	(82.9%)	1,569	(86.1%)

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

	Adur		Worthing	
Yes	750	(57.6%)	1,062	(58.3%)
No	551	(42.4%)	760	(41.7%)

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

IDEA 1

4. All working age claimants should pay something?

	Adur		Worthing	
Strongly Agree	544	(41.8%)	769	(42.2%)
Agree	513	(39.4%)	706	(38.7%)
Disagree	143	(11.0%)	217	(11.9%)
Strongly Disagree	101	(7.8%)	130	(7.1%)

PROPOSED CHANGES TO COUNCIL TAX SUPPORT FOR THOSE ON LOW INCOMES – Interim results

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

	Adur		Worthing	
Nothing	243	(18.7%)	353	(19.4%)
At least £2.50 per week	416	(32.0%)	580	(31.8%)
At least £5.00 per week	404	(31.1%)	584	(32.1%)
More than £5.00 per week	238	(18.3%)	305	(16.7%)

IDEA 2

6. Working age claimants living in larger properties should pay proportionately more than claimants living in smaller properties?

	Adur		Worthing	
Strongly Agree	417	(32.1%)	612	(33.6%)
Agree	481	(37.0%)	671	(36.8%)
Disagree	195	(15.0%)	283	(15.5%)
Strongly Disagree	110	(8.5%)	136	(7.5%)
I don't know	98	(7.5%)	120	(6.6%)

7. Do you think the maximum support a claimant is entitled to should be higher or lower than the average Council Tax Band C (equivalent to £1,404.32 in Adur and £1,350.32 per year in Worthing)?

	Adur		Worthing	
More than Band C	113	(8.7%)	144	(7.9%)
Same as Band C	626	(48.1%)	906	(49.7%)
Less than Band C	562	(43.2%)	772	(42.4%)

IDEA 3

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

	Adur		Worthing	
Strongly Agree	602	(46.3%)	848	(46.5%)
Agree	488	(37.5%)	722	(39.6%)
Disagree	135	(10.4%)	168	(9.2%)
Strongly Disagree	76	(5.8%)	84	(4.6%)

PROPOSED CHANGES TO COUNCIL TAX SUPPORT FOR THOSE ON LOW INCOMES – Interim results

IDEA 4

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

	Adur		Worthing	
Strongly Agree	236	(18.1%)	378	(20.7%)
Agree	397	(30.5%)	540	(29.6%)
Disagree	378	(29.1%)	548	(30.1%)
Strongly Disagree	290	(22.3%)	356	(19.5%)

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

	Adur		Worthing	
None	246	(18.9%)	323	(17.7%)
£6,000	303	(23.3%)	437	(24.0%)
£10,000	332	(25.5%)	486	(26.7%)
More than £10,000	420	(32.3%)	576	(31.6%)

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

	Adur		Worthing	
High Impact	75	(5.8%)	102	(5.6%)
Medium Impact	154	(11.8%)	174	(9.5%)
Low Impact	259	(19.9%)	342	(18.8%)
No Impact	573	(44.0%)	880	(48.3%)
I don't know	240	(18.4%)	324	(17.8%)

Ward: All

Rethinking Parks: A Framework for the Future Provision of Open Space, Sport and Recreation Facilities in Adur and Worthing

Report by the Director for Communities and Director for the Economy

1.0 Summary

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

<http://www.adur-worthing.gov.uk/meetings-and-decisions/committees/joint/overview-and-scrutiny/committee,121958,en.html>

- 1.9 The key summary findings and recommended strategy for each typology type of open space and sport type present in Adur & Worthing are included in the background section of this report.
- 1.10 The report was presented to the Joint Overview and Scrutiny Committee on Thursday 13th November. Details of the Committees consideration and recommendations are set out in Section 23.0.

2.0 Strategic Context

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

Bowls in Worthing - where the Councils are having conversations with clubs about the use of Council resources and arrangements for future provision.

3.0 Background

- 3.1 The review was needed to update the original Open Space, Sport and Recreation Studies which included Playing Pitch strategies that were produced in Adur in 2005 and Worthing in 2006, and which had been partially reviewed in 2009.
- 3.2 For Adur, this review was required to inform relevant policies in the emerging Adur Local Plan, particularly with regard to the site allocations within the Plan and what these allocations should be providing / contributing to in terms of open space, sport and recreation facilities.
- 3.3 The National Planning Policy Framework states the following:
'Planning policies should be based on robust and up-to-date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required.'
- 3.4 In Worthing there was a requirement by Sport England to update the Playing Pitch Strategy as part of the approval to relocate Worthing College to The Warren, Hill Barn Lane. Sport England provided £2k funding towards the study. The studies will help to inform the review of Worthing's Local Plan.
- 3.5 Consultation was widespread and included questionnaires, telephone interviews, face to face interviews and the forming of Steering Groups.
- 3.6 Consultation was carried out with the following:
- Adur & Worthing Members
 - Adur & Worthing Councils and West Sussex County Council Officers
 - Friends of Parks and Open Spaces Groups
 - Lancing and Sompting Parish Councils Clerks
 - Local Schools
 - Residents
 - Sports Club representatives
 - Sport England
 - Sport National Governing Bodies
 - West Sussex Wildlife Trust
 - Worthing Allotment Management
 - Worthing and District Allotment Association
- 3.7 The key findings which emerged from the Assessment reports that together form the review for each typology type of open space and sport type present in Adur and Worthing are summarised below.

4.0 Open Spaces

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

(The figures are hectares per 1000 population)

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

- 4.2 These space standards were then applied at a ward level to assess which wards have surpluses and deficiencies of the different open space typologies.
- 4.3 It should be noted that the open space and playing pitch studies were undertaken in accordance with the Planning Policy Guidance 17 (Open Space, Sport and Recreation) Companion Guide (2002) and Sport England's 'Towards a Level Playing Field – A guide to the production of playing pitch strategies' (2003).

5.0 Parks and Gardens

- 5.1 There are 7 sites in Adur and 16 sites in Worthing classified as Parks and Gardens.
- 5.2. From the resident survey carried out, the review established that the majority of respondents are willing to walk in order to access parks provision, with 24% willing to walk 11-15 minutes.
- 5.3 The availability of parks is viewed positively with respondents rating availability of provision as good (40%). A further 25% rate provision as very good.
- 5.4 Most parks score high for quality (87%). Only three sites score low; Headborough Gardens in Lancing and Molson Community Garden and Robert Marine Gardens in Worthing. All are assessed as lacking appropriate ancillary facilities as well as in appearance. It is noted that Headborough Gardens and Molson Community Gardens are not maintained by Adur & Worthing Councils.

- 5.5 There is currently one park site in Adur and Worthing with Green Flag status; Highdown Gardens in Worthing. A number of other sites are also identified as having the potential to be submitted for Green Flag accreditation in the future if chosen.
- 5.6 All parks are assessed as being of high value, with important social inclusion and health benefits, ecological value and sense of place being acknowledged.

6.0 Natural and Semi- Greenspace

- 6.1 Adur and Worthing is identified as having 42 individual natural and semi-natural greenspace sites including beaches. This totals over 411 hectares of provision.
- 6.2 Accessibility standards of a 15 minute walk time and 30 minute drive time have been set. Minor walk time deficiencies are identified in central Worthing and to the east of Shoreham-by-Sea. However, it is unlikely new provision is needed due to the areas being served by the natural elements at other typologies such as amenity greenspace. In addition, the South Downs National Park is a significant form of provision within close proximity.
- 6.3 There is a shortfall of 86 hectares of Local Nature Reserve provision across Adur and Worthing based on Natural England recommendations.
- 6.4 A third of survey respondents (33%), rate availability as good; higher than any other rating. An even greater proportion of respondents' consider availability of beaches to be very good (53%) or good (29%).
- 6.5 Natural greenspace sites are generally viewed as being of a good quality by respondents (35%). This is reflected in the audit assessment with the majority (71%) scoring above the threshold. Brooklands Lake scores the highest for quality with 82%; a reflection of its range of associated facilities and general level of standard.
- 6.6 The majority of sites (90%) are rated as being of a high value, although a handful of sites are identified as scoring below the thresholds for both quality and value. This tends to relate to a lack of features and usage on a site.
- 6.7 As well as providing nature conservation and biodiversity value, natural and semi-natural sites are also recognised for their recreational value. Some of the highest scoring sites, such as Shoreham Beach and Worthing waterfront sites, provide a key focal point for residents as well as visitors.

7.0 Amenity Greenspace Summary

- 7.1 A total of 109 amenity greenspace sites are identified in Adur and Worthing, totalling just over 135 hectares of amenity space.

- 7.2 Most amenity greenspace sites are located in Worthing (59). However, the Southwick and Fishersgate analysis area has the greatest amount of provision proportionally per 1,000 populations with 1.33 (compared to 0.82 for Adur and Worthing).
- 7.3 The multifunctional role of amenity greenspace to local communities is recognised and as such the expectation exists for provision to be locally accessible. Therefore an accessibility of a 5 minute walk has been set. Minor gaps in provision are observed in the more central areas of Worthing as well as to the north of Lancing and Sompting. Both areas are served by other open space typologies such as parks.
- 7.4 Overall the quality of amenity greenspaces is generally positive. The majority of sites (71%) are rated as high for quality in the site visit audit. Furthermore, respondents to the resident survey also rate quality of provision as average or good.
- 7.5 However, a number of sites do score low for quality and this is felt to reflect their classification as either roadside verges or small grassed areas, which by their nature lack any form of ancillary feature. A handful of sites are observed as suffering from problems such as misuse. This is considered a wider issue that is not just site specific. In total there are 20 sites that score low for both quality and value.
- 7.6 In addition to the multifunctional role of sites, amenity greenspace provision is, in general, particularly valuable towards the visual aesthetics of residential areas. This is demonstrated by the 76% of sites which score high for value. The contribution these sites provide as a visual amenity and for wildlife habitats should not be overlooked.
- 7.7 Adur and Worthing contains a high proportion of LEAP (medium) sized play areas, many of which score high for quality and value. Proportionally Southwick and Fishersgate has the highest amount of provision per 1,000 population, although the actual greatest number of play sites is in Worthing.
- 7.8 No major gaps in provision are identified against a 10 minute accessibility standard. However, there is, in general, a perceived lack of play provision for older age groups across Adur and Worthing. To combat this, there have been a number of new provisions created in recent years designed to cater for older aged children.
- 7.9 The majority of play sites (72%) are assessed as being overall high quality, although there are a number of sites (17) which score low for quality. Often these sites are assessed as low due to issues with anti-social behaviour/misuse which has led to vandalism or damage.
- 7.10 Generally respondents of the resident survey rate quality of play for children as good (32%). For teenage/youth provision it is less clear. Only 15% rate quality of such provision as good but another 15% rates quality as average.
- 7.11 All play provision is rated as being of high value from the site visit audit.

8.0 Allotments

- 8.1 A total of 25 sites are classified as allotments in Adur and Worthing, equating to just over 31 hectares. The majority of provision is owned and managed by the local authority; with some activity by groups such as the Worthing Allotment Management (WAM) group.
- 8.2 The WAM group has been involved in the setting up of the self -management arrangements at West Tarring Allotments. It is the only self -managed site but aspirations of WAM are for more sites to become self- managed in Worthing in the next 12 months. WAM and Worthing Borough Council are presently working towards all of WBC's allotment sites being self-managed under WAM by October 2015.
- 8.3 The current provision of 31 hectares is above the nationally recommended amount. However, there are waiting lists totalling 1,100 for local authority owned sites suggesting demand for allotments is not currently being met by supply. In addition, no vacant plots are identified at sites.
- 8.4 There is currently no allotment strategy in place but one is expected to be drafted for consideration by Joint Overview & Scrutiny Committee in January 2015.
- 8.5 The majority of allotments (92%) score high for quality. The exception is the Chesswood site in Worthing, which is identified as having an issue with invasive species.
- 8.6 All allotments in Adur and Worthing are assessed as high value reflecting the associated social inclusion and health benefits, their amenity value and the sense of place offered by provision.

9.0 Cemeteries

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

- 9.6 All cemeteries are assessed as high value in Adur and Worthing, reflecting that generally provision has cultural/heritage value and provide a sense of place to the local community.

10.0 Green Spaces

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

11.0 Green Corridors

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

12.0 Playing Pitch Strategy: Football Pitches

12.1 Football Objective

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

- 12.2 With regards to football pitches, the Playing Pitch Assessment concludes that there are enough adult pitches in Worthing and Adur to meet current demand and future demand up to 2021.
- 12.3 However, the study identifies a current deficit in youth pitches in Adur, specifically in Shoreham, Southwick and Fishersgate, and a further deficit across the whole of the district when future demand up to 2021 is taken into account. Likewise, although there is no current deficit in Adur or Worthing with regard to mini pitches, there will be a deficit in both Adur and Worthing as a result of future demand up to 2021.
- 12.4 There is currently a shortfall of youth football pitches (equivalent to 1.0 in Adur, Worthing is sufficient) that needs to be addressed. The shortfall in Adur will be increased further by predicted future demand (an equivalent to 3.0 pitches).

- 12.5 The predicted future increase in mini football teams means there will be a deficit of mini football pitches to accommodate the play (an equivalent to 1.5 pitches in Adur and 2.0 pitches in Worthing).
- 12.6 It should be noted that the open space and playing pitch studies were undertaken in accordance with the Planning Policy Guidance 17 (Open Space, Sport and Recreation) Companion Guide (2002) and Sport England's 'Towards A Level Playing Field – A guide to the production of playing pitch strategies ' 2003.

13.0 Playing Pitch Strategy: Cricket

13.1 Cricket Objective

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

- 13.2 Protect current levels of provision and seek to provide new pitches to meet unmet demand.
- 13.3 Explore options to accommodate Last Man Stands (LMS) in Adur and Worthing as an alternative format of the game at sites with existing artificial cricket provision such as Lancing Manor.
- 13.4 In partnership with clubs, support provision at school sites to help meet identified deficiencies in provision.
- 13.5 Ensure that any facilities developed support opportunities for senior women's and junior girl's competitive cricket.
- 13.6 Support clubs to develop and improve 'off pitch' practice facilities.
- 13.7 Investment should primarily be targeted and directed to ECB priority clubs which support high levels of participation and have also the ECB Clubmark accreditation.

14.0 Playing Pitch Strategy: Rugby Union

14.1 Rugby Union Objective

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

- 14.2 Protect current levels of provision and work to alleviate overplay on competitive grass pitches to help accommodate future anticipated growth.
- 14.3 Support Worthing RFC, where possible, in its intended relocation to a site which can facilitate equivalent existing provision of its current site (at a minimum).
- 14.4 Increase the quality of pitches in order to increase capacity.
- 14.5 Support Shoreham RFC in its asset transfer of facilities and pitches at Buckingham Park.

- 14.6 Ensure clubs continue to have access to, where required, designated grass floodlit training facilities (on club sites). If any new AGPs are to be installed in the area consideration of the additional specification of shock pads should be considered to meet IRB standards to allow competitive rugby to be accommodated.
- 14.7 Work with schools to maximise access to education sites to help address deficiencies.
- 14.8 For the remaining s106 funding there is scope to consider improving the existing Pavilion at Buckingham Park. One of the recommendations of the Playing Pitch Strategy is to improve existing changing rooms across Adur and Worthing and Buckingham Park is a key site in terms of meeting a range of sports provision in Adur District. Shoreham Rugby Club is keen to seek £350,000 funding from the Rugby Football Union (RFU) and a match funding contribution of £150,000 from the remaining s106 contribution would help to secure the RFU funding and provide a clubhouse, changing rooms and a new Café to serve the Rugby Club and users of the Park.

15.0 Playing Pitch Strategy: Hockey

15.1 Hockey Objective

Maximise access and maintain the quality of existing provision.

- 15.2 Work with schools (St Andrew's and Lancing College) to maximise access to (sand based) AGPs to accommodate both hockey training and competitive play and ensure where schools currently provide access to (sand based) AGPs i.e. St Andrew's, that use is secured.
- 15.3 Ensure current level of AGPs suitable for hockey (sand based) is provided across the area, ensuring the needs of hockey clubs is being met.

16.0 Playing Pitch Strategy: Bowls

16.1 Bowls Objective

To maintain and enhance existing provision where a need can be justified.

- 16.2 Ensure bowling greens and pavilions are safe, secure facilities.
- 16.3 Encourage clubs to increase membership levels (particularly junior levels).
- 16.4 Support and encourage clubs to provide consistent pay and play opportunities.
- 16.5 Develop maintenance arrangements with clubs on all Council bowling greens.
- 16.6 Seek to establish leases with larger, sustainable, development-minded clubs to fully manage their own 'home' sites thus facilitating club development.
- 16.7 Further investigate the sustainability of providing bowling hubs to act as central venues and rationalise the overall stock if justified by lack of demand.

- 16.8 Initial consultation with Worthing bowling clubs was carried out in October 2014 between Club Officials, Elected Members and Council Officers ahead of this report to feedback the findings of the report in relation to bowls.
- 16.9 In particular the predicted surplus of two bowling greens after future demand has been taken into account in Worthing. The surplus identified also does not take into account either the private bowling club - Worthing Pavilion Bowls Clubs or indoor provision in Worthing.
- 16.10 Beach House Park with significant spare capacity and Field Place with a large amount of spare capacity were both identified as having the largest significant under use.
- 16.11 The proposal put forward by Officers from Parks and Foreshore and Worthing Leisure after consultation with the Executive Member for the Environment was to close two of the three bowling greens at Field Place and to offer relocation to the affected two bowling clubs who presently are based at Field Place – Field Place and West Tarring to Beach House Park in time for the 2015 bowls season which starts next April 2015.
- 16.12 The proposal does not affect the bowling clubs who play at Church House Grounds and Marine Gardens and is also perceived to have no impact on the two clubs who presently play at Beach House Park.
- 16.13 The proposal also removes the use of dedicated rooms to the two clubs at Field Place. Provision of a room and refreshments would continue to be provided albeit not in a dedicated room solely for each bowling club.
- 16.14 The rationale behind this proposal is as follows:
- Economies of scale resulting in financial savings of closing two greens in one location
 - Alternative use identified for the current bowling greens at Field Place which are much needed to meet the demands of the increased popularity of Field Place as a wedding and party venue, foreign exchange student base and community hub.
 - Safeguards Beach House Park's ability to host major tournaments and events in the future with the retention of five greens.
 - Utilises current empty buildings at Beach House Park and provides dedicated club rooms to Field Place and West Tarring Bowls Clubs if they relocate.
 - Offers the two affected bowls clubs the opportunity to play on bowling greens which are recognised as being on an international class standard.
- 16.15 The proposal was met with strong opposition from the two affected clubs and has resulted in a large amount of feedback opposing the proposal being received primarily from their club members and also from League secretaries and other User Groups and individuals associated with the Field Place venue.

- 16.16 A meeting was held at Beach House with the two affected clubs with the Executive Member for the Environment, to discuss further the proposal and for the two clubs to view the rooms being offered for their club rooms.
- 16.17 It was agreed that a further meeting would be held prior to the November Joint Overview and Scrutiny meeting after the two clubs had consulted their club members on the proposals being put forward.
- 16.18 Following this consultation, the proposal is as follows:
- 2015:
To retain 2 bowling greens at Field Place for the 2015 season
To retain 2 dedicated club rooms at Field Place for the 2015 season
- 2016:
For both bowling clubs – Field Place and West Tarring - to relocate to Beach House Park where they will both be provided with a dedicated club room each
One bowling green will remain at Field Place for casual bowls use
- This proposal recognised that the proposed relocation would need to be delayed until the 2016 bowls season as the original proposal of relocation for the 2015 bowls season would have a serious impact on the existing bowls league fixtures which are already set in place for 2015.
- 16.19 In response to the arrangements set out above, a new proposal has been submitted by representatives of the Field Place and West Tarring Bowls Clubs details of which are set out in Appendix 1.

17.0 Other Sports Summary

17.1 Other Sports Objective

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

- 17.2 Tennis, Golf, Athletics and Croquet key findings which emerged from the Playing Pitch Provision Report were summarised together and are provided below:
- 17.3 Where demand exists, support tennis clubs to improve court quality and/or ancillary facilities (in order to increase the capacity) of existing tennis court provision.
- 17.4 Consider the reduction of tennis courts at sites where demand for tennis provision is low.
- 17.5 Continue to support and encourage junior development at key tennis clubs in order to increase participation levels in the sport.
- 17.6 Explore with England Golf the option surrounding Brooklands Golf Course being a potential 'Get into Golf' facility.
- 17.7 Work with England Golf regarding the potential of a driving range in Lancing.
- 17.8 Ensure any new all-weather facilities in the area offer opportunities for training sessions for other sports such as athletic/running clubs.

17.9 Support croquet clubs in any plans to increase membership

18.0 Future Provision

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

19.0 Indoor Sports Facilities Summary

19.1 The assessment identifies a total of 12 sports hall sites which provides a total of 17 sports halls.

19.2 There are seven sports halls of 4 badminton court size or larger.

19.3 Just over four fifths of local residents live within a 20 minute walk of a sports hall that is sufficiently large enough to accommodate at least four badminton courts.

19.4 Demand for sports halls in Adur & Worthing currently meets demand and will do in the future by a comfortable margin. However there is significantly more provision in Adur.

19.5 Sport halls in Adur & Worthing are in the main located on a combination of local authority and school sites.

19.6 Indoor or potential indoor hall sports are successful in this area and the negotiation of regular club/access to school indoor sports hall sites would support further expansion.

20.0 Proposals

20.1 To use the review to replace the original Open Space, Sport and Recreation Studies which included Playing Pitch strategies that were produced in Adur in 2005 and Worthing in 2006 and which had been partially reviewed in 2009.

20.2 To use the review to form the direction and guidance for the future provision of accessible, high quality, sustainable open spaces, playing pitches and indoor built facilities in Adur & Worthing.

20.3 To use the study and its findings if approved to help inform policies in the emerging Adur Local Plan and the Worthing's Local Plan.

20.4 To use the strategies to comply with Sport England's recommendations that all sport related strategies are updated every three years as a minimum requirement for keeping strategies well informed.

- 20.5 To use the studies recommendations as guidance on the approach that the Councils are recommended to adopt to secure future outdoor sports facilities through new housing development or to secure developer contributions to improve the condition or maintenance regime of existing facilities.

21.0 Legal

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

22.0 Financial implications

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

23.0 Joint Overview and Scrutiny Committee

- 23.1 Joint Overview and Scrutiny Committee (JOSC) considered this report at its meeting on Thursday 13th November 2014.
- 23.2 JOSC approved the recommendations set out in paragraphs 24.1 – 24.4 below.
- 23.3 After lengthy debate on the question of the future of bowling at Field Place, including representations by the representative of the Clubs based at Field Place, JOSC made the following recommendations to the Joint Strategic Committee:
1. That the Joint Overview and Scrutiny Committee does not recommend that the Joint Strategic committee adopts the Strategy contained within the report with regards to bowling;
 2. That the Joint Overview and Scrutiny Committee requests that the proposals submitted to the Committee by Mr Tomalin with regards to the bowling

provision at Field Place be given due consideration by the Joint Strategic Committee; and;

3. Whatever the final outcome, the Joint Overview and Scrutiny Committee advises the Joint Strategic Committee that a solution must be found to ensure the continued provision of bowling at Field Place.

24.0 Recommendations

Joint Strategic Committee is asked to:

- 24.1 Note the Open Places, Sport and Recreational Strategy for Adur and Worthing Councils.**
- 24.2 Agree that the Strategy be adopted as background evidence for the emerging Adur Local Plan and the Worthing Local Plan and the recommendations used to prioritise future provision and improvements to existing provision.**
- 24.3 Agree in principle support for £150,000 of Adur District Council S106 funding to be used as match funding to help secure RFU funding towards a replacement of the Pavilion building at Buckingham Park.**
- 24.4 To note the consultation that has taken place with the Bowling Clubs based at Field Place;**
- 24.5 Delegate to the Director for Communities, in consultation with the Worthing Executive Member for the Environment, authority to agree the arrangements for the future provision of Bowls at Field Place.**

Local Government Act 1972

Background Papers:

Appendix 1: Proposal from West Tarring Bowls Club submitted to the Joint Overview and Scrutiny Committee, the Leader of the Council, and the Executive Member or the Environment.

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

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

Adur & Worthing Councils Playing Pitch Strategy March 2014

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

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

Adur & Worthing Councils Indoor Sports Facilities Assessment Report December 2013

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

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

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Schedule of Other Matters

1.0 Council Priority

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

2.0 Specific Action Plans

- 2.1 Matter considered and no issues identified

3.0 Sustainability Issues

- 3.1 Matter considered and no issues identified.

4.0 Equality Issues

- 4.1 Matter considered and no issues identified.

5.0 Community Safety Issues (Section 17)

- 5.1 Matter considered and no issues identified.

6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified.

7.0 Reputation

- 7.1 Matter considered and no issues identified.

8.0 Consultations

- 8.1 (A) Internal consultations have included Officers from:

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

B) External consultation has included representatives from:

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

- Worthing Allotment Management
- Worthing and District Allotment Association

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

9.0 Risk Assessment

9.1 Matter considered and no issues identified.

10.0 Health & Safety Issues

10.1 Matter considered and no issues identified.

11.0 Procurement Strategy

11.1 Matter considered and no issues identified.

12.0 Partnership Working

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

Appendix 1

Proposal from West Tarring Bowls Club submitted to the Joint Overview and Scrutiny Committee, the Leader of the Council, and the Executive Member or the Environment.

We would sacrifice our independence and merge our two clubs and occupy the smaller of the two Field Place clubrooms.

We would then make use of the one remaining green that would otherwise remain largely unused and producing no income.

To ease the parking problem we would arrange with the indoor club to use their parking space.

The income/savings that would accrue would be :-

Income from sales of season tickets @100 x £110.00	£11,000
Rent from Club Room	£2,000
Green Fees	£2,000
Income from vacated Club Room (say)	£5,000
Closing two Greens	£34,000
Total	£54,000

The Tenancy to be reviewed after 5 years.

Should the clubs to be required to move to Beach House Park wef 2016 it is likely that lack of support would render the move unworkable with the demise of both clubs.

This proposal provides the Council with the savings it seeks and we ask that it be adopted.

Yours sincerely

David Tomalin
Chairman WTBC

Tackling the Community Impact of Gypsy and Traveller Unauthorised Encampments in Adur and Worthing

Report by the Director for Communities

1.0 Summary

1.1 The report provides:

- 1.1.1 A review of Gypsy and Traveller Unauthorised Encampment activity in Adur and Worthing in 2014 including changes to Council practices;
- 1.1.2 An update on the introduction of a West Sussex Gypsy and Traveller Transit Site in Chichester;
- 1.1.3 A progress report on the production of a Management Agreement for the Transit Site, enforcement procedures and legal work, and a revised West Sussex Multi-Agency Enforcement Protocol;
- 1.1.4 The financial impact of Gypsy and Traveller Unauthorised Encampments including Capital works expenditure in 2014/15 and additional works that are proposed to take place in Adur;

2.0 Background

- 2.1 In recent years Committee has received a number of reports on the frequency and impact of Gypsy and Traveller Unauthorised Encampments (GTUEs) on Council land. Significant progress has been made by the Councils in dealing with such encampments, with enforcement policies and standard operating procedures approved in 2012, and updated on a regular basis thereafter.
- 2.2 An Adur and Worthing Gypsy and Traveller Strategic Group has been established to monitor the frequency and impact of GTUEs that has led to changes in practice. In addition there has been close liaison with neighbouring authorities in West Sussex, with Sussex Police and through a Pan-Sussex Group.
- 2.3 In January 2014 Committee confirmed its support and the financial commitment of the Councils for the provision of a Transit Site in Chichester. Evidence from other areas – notably East Sussex – has shown that the availability of a Transit Site has a positive impact in empowering Sussex Police to use powers to direct Gypsy and Travellers from unauthorised sites to the Transit Site (see 4.6).
- 2.4 The introduction of the Transit Site represents the most significant change to the managements of GTUEs in West Sussex in recent years.

3.0 Gypsy and Traveller Unauthorised Encampments 2014

- 3.1 In terms of the number of GTUEs, 2014 was a busy year for both Councils. At the time of report drafting the details are as follows:

Location / Ownership	Number
ADC Land	12
WSCC Land in Adur (since 1/4/14)	9
WBC Land	9
WSCC Land in Worthing (since 1/4/14)	7

- 3.2 One of the reasons for the relatively high number of GTUEs in 2014 was the increased use of S61 Powers by Sussex Police that directed encampments away from sensitive sites. The increased use of the powers was welcomed by the Councils and the communities of Adur and Worthing. It should be noted however that there remains a threshold for these powers to be used – they cannot be deployed routinely.
- 3.3 A significant change in Sussex Police practice was to consider the community impact of a GTUE on a daily basis rather than only once at the start of the encampment. This allowed Sussex Police to be more flexible in its approach and build into its consideration the possibility that the encampment may disrupt planned community events.
- 3.4 After one incident where a community event was cancelled in Broadwater, the Councils revised its practice. In particular, rather than cancel a community event due to a GTUE, the Police were notified of the event and this was taken into consideration by the Police when considering the community impact of the GTUE and the use of S61 powers to direct the encampment off the site.
- 3.5 There were a number of GTUEs on Council owned car parks in 2014. This led to questions being raised about the ability to use parking enforcement powers to deal with these encampments. As a result the following change to the Councils Standard Operational Procedures has been supported by the Strategic Group:

Where travellers occupy a car park without a valid parking ticket the Council may issue a penalty charge notice (PCN). In deciding whether to issue a PCN, the Council shall have regard to the impact of the encampment on that car park, and whether the effect of issuing a PCN grants permission to the travellers to remain in the car park and prevents the Council from taking possession proceedings.

- 3.6 The Strategic Group was also asked to consider the question of providing additional security resources to prevent established encampments getting larger. As a result the following change to the Councils Standard Operational Procedures will be introduced:

Where an unlawful encampment exists, the Council may employ external security to secure sites to prevent additional travellers moving onto the land; however the Council will not interfere with the human rights of those already in occupation.

- 3.7 The Councils recognise the importance of good communications when GTUEs take place. In particular there has been a growing use of social media and the Councils website to advise the community of encampments and the action being taken to deal with the encampment. Where possible this has included daily updates on the action being taken by the Council and/or Sussex Police.
- 3.8 In 2014 there was increased promotion of the Councils webpage providing GTUEs daily updates, including a link on the front page of the website homepage during the summer period. This has resulted in a marked increase in the use of the Councils website by the community as a source of data

Gypsy and Travellers web page statistics 2013 – 2014:

	2013	2014
Visitors	1,715	7,680
Page Views	3,288	9,761
Unique Visitors	1,017	3,839

- 3.9 The information held on the Council's Website has been revised to ensure it remains up to date.
- 3.10 The Councils and Sussex Police continue to use Street Briefings where appropriate, for example an incursion on Southwick Green warranted such a meeting.
- 3.11 Following the recent introduction of the Anti-Social Behaviour Act 2014, officers are reviewing the Act and the practice of other Local Authorities to see if the Act adds to the Councils toolkit of options to deal with GTUEs.

4.0 West Sussex Transit Site Westhampnett, Chichester.

- 4.1 Committee will be aware a Gypsy and Traveller Transit Site is currently being constructed in Chichester jointly funded by the District and Borough Councils, the County Council and the Homes and Communities Agency (HCA).
- 4.2 The site is located a few miles outside the City Centre and is accessible to the A27 and local amenities. Planning consent for the Transit Site was granted on 30th April 2014; construction on site commenced 22nd September with anticipated completion of build by 31st March 2015.
- 4.3 The site has nine pitches each to accommodate at least three parking spaces i.e. one caravan, two vehicles or one caravan, one trailer and one vehicle. Any deviation from the Government Guidelines will need to be explained and be agreed with the HCA.
- 4.4 Each pitch would have access to a separate amenity space either within a large site amenity block or provided as a semi-detached building serving two pitches. The purpose is to provide a degree of ownership when using site facilities.
- 4.5 The site will be connected to local services and other facilities would including:

- A Manager's office

- CCTV
- External lighting
- Road barrier to prevent unauthorised access
- LPG storage
- Perimeter fencing

4.6 The Police have discretionary powers, under Section 62A of the Criminal Justice and Public Order Act 1994, which allow them to direct trespassers to a publicly-owned transit site if one is available in the County area. The transit site in Westhampnett will fulfil this purpose. If they do not leave when directed, or they return to the district area within three months of being directed, they would be committing a criminal offence.

5.0 Transit Site Management Agreement and West Sussex Multi-Agency Enforcement Protocol

5.1 With the introduction of the West Sussex transit site it is necessary for the Districts and Borough's and the County Council to enter into agreements regarding the funding and Management of the transit site and the multi-agency arrangements for enforcement (Enforcement Protocol) including legal proceedings. The latter also involves Sussex Police.

5.2 At its meeting in January 2014 the Committee agreed as follows:

That Adur District and Worthing Borough Councils enter into a multi-partnership arrangements for the effective management of unauthorised encampments across West Sussex.

That Strategic Director (JM) is given delegated authority to agree the details of the multi-partnership arrangements with counterparts across West Sussex.

5.3 At the Committee meeting on 22nd July 2014 proposals on the Management Agreement and the Enforcement Protocol were presented, but deferred by Committee pending clarification of a number of points.

5.4 The Director for Communities and a Legal Services Solicitor have subsequently been in consultation with colleagues in West Sussex to ensure that the Management Agreement and the Enforcement Protocol are consistent and complement each other.

5.5 At the time of drafting the report to Committee the final versions of the Management Agreement and Enforcement Protocol have not yet been produced. However the Director for Communities is satisfied that following a number of changes from the first drafts they will be compatible documents.

5.6 The Multi-Agency Agreement is for a period of 60 years as it is linked to the duration of lease of granted by Chichester District Council to the County Council. WSCC will advise yearly of the total costs and the sum payable and under the terms of the agreement. The Districts and Boroughs, and WSCC will remain liable for the costs for the full 60 years if they decided to pull out of the agreement for any reason. There is however, a dispute resolution clause to settle disputes between the parties,

which through negotiations we are endeavouring to make binding on the parties concerned.

- 5.7 One of the main concerns raised by Committee was the proposed opening hours of the transit site: namely Monday to Friday 9.00 – 17.00. Consultation with Sussex Police has confirmed that they will not use S62 powers between the hours of 18.00 – 9.00. However the transit site will be available to Sussex Police to use their powers at the weekend between the hours of 9.00 – 18.00.
- 5.8 The Enforcement Protocol will require a significant revision in light of the availability of the transit site and Police powers. Officers from Chichester District Council, West Sussex County Council and Sussex Police are leading on this work in consultation with officers from the other Districts and Boroughs.
- 5.9 The Enforcement Protocol will be developed using established practice from other areas where transit sites are in place. Sussex Police are drawing on their operational experience from East Sussex and Brighton and Hove.
- 5.10 An example of one of the significant operational changes to the new Enforcement Protocol will be the provision to request cash deposits and rent in advance from those Gypsies and Travellers directed to the Transit Site by Sussex Police. Under the Protocol this task will be undertaken by County Council Team at the site of the unauthorised encampment. Failure to abide by these terms will lead to the Police directing the Gypsies and Travellers out of the District.
- 5.11 The Enforcement Protocol provides for all enforcement and legal work to be carried out by West Sussex County Council, including the taking of civil and criminal legal proceedings by West Sussex County Council on behalf of Adur and Worthing Councils. This arrangement has been in place for all Districts and Boroughs in 2014 with the exception of Adur and Worthing.
- 5.12 Previously concern had been raised that the County Council might not have the capacity to undertake this work effectively. However at a recent liaison meeting held on 12th November 2014 attended by the Director for Communities, senior officers from the other District and Boroughs in West Sussex reported that this arrangement had operated successfully in 2014. In 2014 the County Council Team dealt with 71 GTUE's across the County since 1st April 2014.
- 5.13 In addition further capacity has been created in the West Sussex Traveller Team with the transfer of the management of permanent Gypsy and Traveller sites in West Sussex to an external operator.
- 5.14 Committee will be reassured to learn that provisions are being put in place to undertake regular reviews of the Management Agreement and the Enforcement Protocol to ensure they reflect new powers and opportunities, and maintain performance standard expectations. This will be particularly relevant to the Enforcement Protocol. The Director for Communities will attend the review meetings on behalf of Adur and Worthing Councils.
- 5.15 Once the Management Agreement and Enforcement Protocol are approved the Enforcement and Standard Operating Procedures used by Adur and Worthing Councils will be updated and circulated to the Strategic Group for approval.

- 5.16 Committee had previously expressed concern about the transfer of enforcement work to the County Council in light of the service developed by Adur and Worthing's Legal Team. It is hoped that the information contained in 5.0 provides reassurance to Committee. However it is important to consider this issue in a broader context:
- (i) The Management Agreement and Enforcement Protocol are part and parcel of the provision and ongoing management of the transit site in Chichester.
 - (ii) Chichester District Council has taken the step of hosting the Transit Site on behalf of all of the Councils in West Sussex – a decision that is highly sensitive and controversial.
 - (iii) The County Council and District and Boroughs (including Adur and Worthing) have made an equal contribution to the capital and revenue costs of the transit site and the provision of enforcement services. This is despite the fact that a number of the District and Boroughs have very few encampments compared to Adur and Worthing.
 - (iv) The provision of the transit site should allow increased use of S62 powers by Sussex Police reducing the amount of times Councils have to use the current legal/possession processes.
- 5.17 The decisions taken by the other Districts and Boroughs in West Sussex reflect a desire to achieve a countywide solution to the community impact of GTUEs. Compromise and consensus has been reached to seek a greater good for West Sussex and learning has been drawn from the successful model of operation in East Sussex. It would not appear to be in the interests of Adur and Worthing to stand outside part of the Agreements being reached – indeed such a position may exclude Adur and Worthing Councils altogether.
- 5.18 The Chief Executives of the County Council and the Districts and Boroughs met on 26th November 2014 to review the proposals for the Management Agreement and Enforcement Protocol. A verbal update on the considerations of the Chief Executives will be provided to Committee.

6.0 Legal

- 6.1 The multi agency agreement is for a period of 60 years. There is some further work to do on the agreement and protocol to ensure that the Councils have an appropriate exit strategy from the agreement, which does not leave them liable to costs or repairing obligations, should they wish to terminate the agreement for any reason.
- 6.2 Section 101(1)(b) Local Government Act 1972 provides that a local authority may arrange for the discharge of any of their functions by any other local authority. The Executive are therefore recommended in this report to make an express delegation of its legal function related to the enforcement of unlawful encampments to West Sussex County Council.
- 6.3 The Councils have a duty to obtain best value when arranging for the discharge of their functions.

- 6.4 Section 77 Criminal Justice and Public Order Act 1994 provides a local authority may give a direction to trespassers to leave the land and remove their vehicles and property from the land. Section 78 of that Act provides that a local authority may apply to a Magistrates' Court for an Order requiring the removal of any vehicle or property or persons residing on the land in contravention of the direction served pursuant to Section 77.
- 6.5 Part 55 of the Civil Procedure Rules provides that a possession claim against trespassers may be issued in the County Court in order to secure vacant possession of the land.
- 6.6 The Police have discretionary powers, under Section 61 and 62A of the Criminal Justice and Public Order Act 1994, to require travellers to leave the land in prescribed circumstances.

7.0 Financial Considerations: the Costs of Unauthorised Encampments

- 7.1 In recent years officers have developed records to monitor the cost of GTUEs to the Council. The details are as follows:

Revenue Costs	2012	2013	2014
Adur	£11,321	£9,200	£17,633
Worthing	£16,981	£13,800	£15,450
Capital Costs	2012/13	2013/14	2014/15
Adur	£16,500	£14,336	£3,652.00*
Worthing	£16,500	£20,350	£9,395.00*

*Year to date expenditure as at 17th November 2014. A further £5,000 is budgeted for works at Mill Lane, Lancing Ring and Halewick Lane.

The Capital budget provision for both Councils in 2014/15 is £16,500

- 7.2 The costs shown in 7.1 shows the cashable costs of unauthorised encampments. However this does not take into account the cost of work being delayed or cancelled as a result of having to deal with the impact of unauthorised encampments for officers and members.
- 7.3 The nature of unauthorised encampments are such that immediate responses are required that are detrimental to officer workloads and priorities. As such the costs listed above do not reflect the full cost to the Councils of unauthorised encampments.

- 7.4 In addition to financial cost, unauthorised encampments have a significant negative reputational impact for the Councils. A perception exists that the Councils and Police are unable to deal effectively with these events.
- 7.5 The Councils have both approved £162,500 capital investment in the Westhampnett Transit site. The final cost of the scheme is estimated to be £1,000,000 which when shared amongst the 8 partners would be £125,000 each. However, the project has been awarded a £630,000 grant from the Homes and Communities Agency which will further reduce the contribution required by each partner to £46,250.
- 7.6 Revenue funding of £15,000 per annum from each of the Districts and Borough's and the County Council has also been agreed to fund the management of the transit site and provision of enforcement services by the County Council. This has been included as a growth item in the 2015/16 revenue budget.
- 7.7 As a result of GTUE's on Southwick Green and Sompting Recreation Ground this year, it is proposed that the minimum underspend of £37,500 on the Transit site in the Adur Capital Investment Programme is used to undertake works to these sites to help minimise the risk of further encampments.

8.0 Recommendations

Joint Strategic Committee is asked to:

- 8.1 **Note the actions being taken to tackle the community impact of Gypsy and Traveller Unauthorised Encampments in Adur and Worthing.**
- 8.2 **Delegate Authority to the Director for Communities, in consultation with the Solicitor to the Council and the Chief Finance Officer, to approve, and enter into, the Agreement relating to the Management of a Gypsy and Traveller Transit Site at Westhampnett, and the Enforcement and Legal proceedings relating to unauthorised encampments, on behalf of Adur and Worthing Councils.**
- 8.3 **Delegate Authority to the Director for Communities, in consultation with the Solicitor to the Council and the Chief Finance Officer, to approve the West Sussex Multi-Agency Enforcement Protocol on behalf of Adur and Worthing Councils.**
- 8.4 **Approve a virement of £37,500 from the West Sussex Local Authority Transit Site scheme in the Adur Capital Investment Programme to the Traveller Exclusion Measures scheme.**
- 8.5 **To delegate Adur District Council and Worthing Borough Council's function of legal services, in so far as they relate to the enforcement of unlawful encampments, to West Sussex County Council.**

Local Government Act 1972**Background Papers:**

A Countywide approach to improving the management of Unauthorised Encampments.

Report to Joint Strategic Committee 7th January 2014

Arrangements for the Enforcement of Unlawful Encampments

Report to Joint Strategic Committee 22nd July 2014

Dealing with Unauthorised Encampments in Adur District and Worthing Borough

Report to Joint Strategic Committee 27th September 2012

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Schedule of Other Matters

1.0 Council Priority

- 1.1 Provide and Develop customer driven and cost effective services;
- 1.2 Adopt more sustainable ways of delivering services

2.0 Specific Action Plans

- 2.1 The proposals set out in the report are consistent with the aims and objectives of the work undertaken by the Adur and Worthing Gypsy & Traveller Strategic Working Group.

3.0 Sustainability Issues

- 3.1 Matter considered and no issues identified

4.0 Equality Issues

- 4.1 Travellers are an ethnic minority group and Equalities Legislation is applicable and their Human Rights must be taken into consideration.

5.0 Community Safety Issues (Section 17)

- 5.1 The proposals set out in the report will have a positive impact on community safety in Adur and Worthing.

6.0 Human Rights Issues

- 6.1 In dealing with unlawful encampments both the human rights of the travellers and of the settled community must be taken into account and balanced against each other. Any action taken must be proportionate and reasonable.

7.0 Reputation

Current arrangements for dealing with unauthorised encampments have significant detrimental impact on the reputation of the Councils. The proposals set out in the report will improve the reputation of the Councils significantly.

8.0 Consultations

- 8.1 Matter considered and no issues identified for Adur and Worthing Councils. Consultations have taken place with Sussex Police and the Districts and Boroughs and County Council.

9.0 Risk Assessment

- 9.1 Matter considered and no issues identified

10.0 Health & Safety Issues

- 10.1 Matter considered and no issues identified

11.0 Procurement Strategy

- 11.1 Matter considered and no issues identified

12.0 Partnership Working

- 12.1 The proposal requires partnership working with all West Sussex Councils, Sussex Police and the HCA.

Ward: All

Proposal for a Shared Legal Service – Proceeding to develop a full business case

Report by the Director for Digital and Resources

1.0 Summary

- 1.1 As part of the response to the current and future changes and challenges faced by Local Government, Adur and Worthing Councils (A&W) and Aylesbury Vale District Council (AVDC) share an ambition to take new and transformational approaches to service provision in order to manage costs while increasing resilience and service quality. With this in mind the Councils wish to explore with iESE the options and viability of creating a new Shared Legal Service (SLS).
- 1.2 A review which seeks to examine the possible options, assess and evaluate the economic business case, provide recommendations and produce a route map for implementation has commenced and is ongoing.
- 1.3 This report provides Members with an options appraisal, recommends a preferred option, and seeks a decision in principle.
- 1.4 If Members are agreeable, the project work will continue, with a full business case being brought to Members of the Joint Strategic Committee in February 2015.

2.0 Background

- 2.1 The ambition of the Partners (A&W, AVDC & iESE) is to create an innovative form of shared legal service (SLS) which other public sector bodies (including, but not limited to, other local authorities) could buy legal services from or could potentially join as partners themselves.
- 2.2 The objective of forming the SLS would be for Adur and Worthing Councils to have access to high quality, responsive and enabling legal advice, and for the service to deliver cashable benefits to the Councils.
- 2.3 It is anticipated that the SLS will seek to partner with a private sector law firm to explore new areas of commercial work, where profitable, and where permissible by legislation governing the SLS's vehicle.
- 2.4 The aim is to make the SLS independently financially viable, and to this end, it is critical that a detailed, substantiated, business case is prepared, before any substantive decisions are made. The Project Team, being led by the Director for Digital and Resources, therefore propose bringing a further report to Members in

February 2015, with a business case for the preferred option. The business case will set out costs, share of costs, and investment required.

- 2.5 The aim of the SLS is that it produces cashable benefits for the Councils. The SLS will be non-profit making and any surplus income will be shared between members equitably either to reduce the costs of the service or returned to the member authority.
- 2.6 It is proposed that iESE's involvement is as an owner of the new SLS. This partnership is of merit due to iESE's key position in the 'public sector family' as a catalyst for transformation. iESE have indicated that they can be instrumental in bringing in new members to the SLS, and that they have already been approached by several other local authorities interested in becoming members.
- 2.7 It is envisaged that the service would be delivered remotely, with little on site legal provision. Following a business transformation process and the Councils new ways of working project, most staff in the existing service are 'flexible workers' and routinely work remotely for some hours each week. The success of a remote service would also be critically dependent on digital business processes, reliable IT provision, remote telephone access, and video conferencing facilities, being available from the outset.
- 2.8 Through service planning over recent years, it has also been ensured that the staff resource is being used efficiently, that salaries are commensurate with skills and knowledge, and that work is allocated to staff at the most cost effective appropriate level.
- 2.9 The current service is available outside of standard office hours, with staff being available between 7am and 8pm, and later by arrangement. The new service would be also be available to meet customers needs.
- 2.10 The existing service uses combined buying power to drive down prices for any external services bought in, by using the Sussex Framework Agreement and Sussex Training Consortium, where preferential rates have been achieved by combining with other Sussex authorities. The new SLS will also use its combined buying power with its partners to attempt to reduce costs.
- 2.11 iESE have supported the project stage to date and have written the attached options appraisal at appendix 1. The cost of iESE's support in establishing the service will be recovered from savings delivered by the service. There is also the possibility of iESE providing back office support functions to the SLS in due course, if this complies with procurement requirements and the duty to obtain best value.

3.0 Proposals

- 3.1 An options appraisal for the SLS has been prepared and produced by the Project Team led by iESE and is attached at appendix 1 to this report. The options appraisal considers the range of feasible strategic options open to the partners and assesses them in terms of their deliverability.
- 3.2 The options considered include:

- Maintaining the existing in house service
- Establishing a shared legal service under a lead provider with staff TUPE transferring to one authority, and the legal function being delegated by one authority to another.
- Joint commissioning from an external party
- Joint commissioning from a partner
- Joint Council and iESE owned Company

3.3 An initial appraisal was undertaken against the assessment criteria drawn from the vision of the partners. This identified the Joint Council owned company as the preferred option, most likely to achieve the vision.

3.4 A further appraisal was undertaken and an assessment made of the likely ease, speed, cost and assurance of delivery and the potential time to realise benefits. This resulted in the shared legal service under a lead provider option being the most deliverable. However, considering the advantages of the joint council owned company, it was concluded that the deliverability assessment should not negate the primacy of the preferred option, whilst recognising that it will affect the implementation.

3.5 The preferred option of the partners is to establish a joint Council and iESE owned Company. It is proposed that the 4 partners (iESE, AVDC, ADC & WBC) create and jointly own a separate legal entity which would provide legal services back to its 'parents' and to other local authorities and public bodies. This would be a 'Teckal' company which would be owned and controlled by the local authorities. The benefit of such a company is that it would not need to comply with procurement legislation in undertaking work for its owners. The limitation upon such a company is that it must provide at least 80% of its work for either iESE, AVDC, ADC or WBC, and therefore has limited opportunity to provide services to others. However, in the medium term the new service could not undertake any work for anyone other than its parent owners, until such time as it obtained authorisation from the Solicitors Regulatory Authority as an Alternative Business Structure (ABS); without which the Solicitors would not be licensed to provide a legal service to anyone other than the parent owners of the Company. An assessment of the timescales for achieving ABS status will be given in the full business case.

3.6 A decision in principle is being sought to progress with this project to develop a full business case to answer:

- potential for SLS to deliver high quality, responsive, resilient and flexible legal services
- potential to deliver cashable benefits / financial viability
- market testing of demand for the service from other public bodies
- provision of reliable digital resources to enable agile working
- recruitment of staff, which may lead to redundancies and/or TUPE transfer arrangements
- financial arrangements including the requirement for separate accounts, VAT issues and banking arrangements for a Company
- issues surrounding SRA authorisation
- pension arrangements and other terms and conditions

- the terms of any 'sunset agreement' in respect of accommodation and support services
- any State Aid and procurement issues that may arise
- any investment provision from the Councils to the Company and its ability to raise finance
- Governance arrangements of the Company, appointment of Directors, shareholders agreements, Articles of Association.
- professional indemnity insurance considerations

3.7 The partners are keen to start working together and realising the potential benefits at the earliest opportunity. It is therefore proposed that there be a transitional stage of working together before the preferred option may be implemented.

3.8 It is proposed that in Spring 2015 legal services staff be seconded from one Council to another to enable them to undertake legal work for each other, to ensure that momentum is maintained whilst the commercial, financial, regulatory, legal and logistical arrangements are resolved. This would be for a short period with the objective of, should the business case support it, and Members approve it, establishing a Teckal Company with the partners in September 2015.

4.0 Legal

4.1 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 their functions. Legal Services would be deemed an ancillary function in accordance with this provision.

4.2 Section 1 Localism Act 2011 provides for the general power of competence and empowers local authorities to do anything which individuals generally do. This power would enable the Council to, jointly with others, create a Company.

4.3 As legal services is a function of the Council, it would be necessary for the Councils to give an explicit delegation of its legal services function to any such Company.

4.4 The Councils have a duty to obtain best value for their services. This requirement will need to be satisfied when the detailed business plan is considered.

4.5 Section 223 Local Government Act 1972 allows Councils to appoint staff (who are not qualified lawyers) to be Court Officers and undertake litigation on behalf of the Council. The new Company would not have this power and would therefore be likely to have to deploy higher levels of staff resources (ie Solicitors) for routine legal work, whereas the Council currently appoint unqualified staff to undertake such work.

4.6 In the case of *Teckal Sri v Commune di Viano [1999] ECR 1-8121* it was established that a contract let to a third party will not count as a public service contract under the Public Contracts Regulations 2006 if the local authority exercises over the company concerned a control which is similar to that which it exercises over its own departments (known as the control test) and, at the same time, that company carries out the essential part of its activities with the controlling local

authority or local authorities (known as the function test). Case law and the recent procurement Directive has established that 'the essential part of its activities' would require the Company to undertake at least 80% of its work for its parents; WBC, ADC, iESE (not including other iESE members) and AVDC. Should the control and function test not be met, the Company would need to comply with procurement legislation and tender competitively for a contract to undertake the Council's legal work. A Teckal company would therefore have limited opportunity, as it would only ever be able to carry out a maximum of 20% of its work for public bodies and local authorities other than its owners.

- 4.7 Where a separate legal entity is established and some or all of the staff transfer to that separate legal entity, then the provision of reserved legal activities by the employees of that alternative business structure must be regulated by the Solicitors Regulatory Authority. An exception to this is provided at section 15(4) of the Legal Services Act 2007 which provides that where an employee carries on legal activity as an employee of another organisation as part of the organisation's business it does not amount to reserved legal activity unless the services are provided to the public or a section of the public. If the Company provided a legal service to other local authorities, public bodies and others, this would be likely be seen as providing services to a section of the public, and would therefore require ABS authorisation by the SRA.

So a Teckal company that is wholly owned and controlled by its parent local authorities could potentially provide services on behalf of those parent local authorities without seeking authorisation from the SRA. However, if the object of transferring the business to a new vehicle is to secure third party work and if indeed the company seeks to market its services to other public authorities and other organisations, then it is likely to be offering to undertake reserved legal activities to the public or a section of the public, and without SRA authorisation as an ABS could be committing a criminal offence. Consequently until such time as the Company obtained SRA authority it could not provide any work to third parties.

- 4.8 Section 14 Legal Services Act 2007 provides that it is a criminal offence to carry on a reserved legal activity where someone is not authorised or exempt. In this connection offences may be committed by any individual undertaking reserved legal activity and their employing organisation. Additionally there is an offence where an organisation pretends to be entitled to carry out reserved legal activities where they are not entitled. There is a risk that any corporate vehicle established without ABS authorisation, that works for clients other than its parents and possibly iESE itself, could be challenged by the SRA as providing services to a section of the public. There is no interpretation at present of the expression "the public or a section of the public". Since there are criminal offences for breach of these and other provisions, the stakes are high both for the individual employees, the Company, and the risk of potential reputational damage to the Councils.

5.0 Financial implications

- 5.1 As explained in 1.4, if Members are agreeable, the project work will continue, with a more detailed business case being brought to Members of the Joint Strategic Committee in February 2015.

As explained in 2.8 the aim is to make the SLS independently financially viable, and to this end, it is critical that a detailed, substantiated, business case is prepared, before any substantive decisions are made. The Project Team, being led by the Director for Digital and Resources, therefore propose bringing a further report to Members in February 2015, with a business case for the preferred option. The business case will set out costs, share of costs, and investment required.

6.0 Recommendation

6.1 Joint Strategic Committee is recommended to:

- note the contents of the report and its appendix;
- agree to receive a further report and detailed business case in February 2015;
- agree in principle to change the way in which the Councils' legal service is provided, subject to Joint Strategic Committee approving the business case;
- agree to the implementation of the transitional arrangements of the Councils working together with iESE and Aylesbury Vale District Council, including the secondment of staff, as identified in appendix 1 of the report.

Local Government Act 1972

Background Papers:

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Schedule of Other Matters

1.0 Council Priority

1.1 Matter considered.

2.0 Specific Action Plans

2.1 Business Case to be developed

3.0 Sustainability Issues

3.1 To be addressed in business case.

4.0 Equality Issues

4.1 To be addressed in business case.

5.0 Community Safety Issues (Section 17)

5.1 Such issues could potentially be affected by the Council's legal service function being outsourced.

6.0 Human Rights Issues

6.1 Matter considered and no issues identified.

7.0 Reputation

7.1 There are reputational risks to the Council identified in the report, which should be considered.

8.0 Consultations

8.1 The Councils' Human Resources Officers will be undertaking a consultation process with staff affected.

9.0 Risk Assessment

9.1 This will be addressed in the business case.

10.0 Health & Safety Issues

10.1 To be addressed in business case.

11.0 Procurement Strategy

11.1 See section 4 of the report for procurement issues concerning the establishment of a Teckal Company.

12.0 Partnership Working

12.1 The report proposes partnership working with Aylesbury Vale District Council and iESE.



‘SHARED LEGAL SERVICE’: OPTIONS APPRAISAL

November 2014

1. Background

1.1 As part of the response to the current and future changes and challenges faced by Local Government, Adur and Worthing Councils (A&W) and Aylesbury Vale District Council (AVDC) share an ambition to take new and transformational approaches to service provision in order to manage costs while increasing resilience and service quality. With this in mind the councils wish to explore with iESE the options and viability of creating a new Shared Legal Service (SLS). **This review seeks to examine the possible options limited to the Shared Service model, assess and evaluate the economic business case, provide recommendations and produce a route map for implementation.**

1.2 The ambition of the partners is to create a vibrant, effective and innovative form of shared service (a “new company”), which can provide a new public sector benchmark for other public service organisations to follow, buy from, subject to regulatory requirements, or potentially join as members. The purpose of a SLS is to have access to pragmatic and enabling legal support that is high quality, responsive, resilient, flexible and can deliver cashable benefits.

1.3 The partners believe that this is achievable through working together to develop uniform systems, shared commissioning, and a broader, flexible skills base. The SLS will seek to develop future partnerships with councils looking to take this dynamic approach to exploring new ways of working, in order to deliver effectual and sustainable change. The partnership with iESE is considered of merit due to its key position in the public sector family as a catalyst for transformation, while maintaining a strong ‘not for distributed profit’ ethos.

2. The Vision

2.1 A high-level description of this new innovative partnership model for a ‘shared legal service’ has been developed by the partners and provides the ultimate vision to inform the assessment of options. This vision encompasses the following elements:

(a) The full service offer envisages 3 levels, subject to regulatory requirements

- Those who have fully merged department (“full membership”)
- Those who take a ad-hoc commissioned service (“bespoke clients”)
- Those that use online information made available by the service (“on-line users”).

(b) The nature of the service

- The presumption is that the service will be delivered remotely – meaning the majority of work does not have to be on site. There may be work to do in changing culture to achieve this
- The service will use online systems and techniques for the standard legal activities, reference material, case management etc. as well as

communicating with member authorities on using telephone, video conferencing etc.

- The service will be available at the times that make sense to customers and not necessarily on the basis of standard office hours
- The service will be based on a comprehensive generic legal skills
- The service will be provided by the appropriate level of skilled professional demanded by the work
- The service will maintain specialist lawyers in house where there is sufficient demand or funding from the clients and prices/costs are competitive against use of short-term temporary external capacity
- The service range and depth is designed against reassessed sustainable demand from clients internal or external. That is the requirement that a client department (e.g. planning) that has leaned its requirements to live within its means (see shared costs for financial implications)
- The service will work to use the combined buying power of its customers to drive down prices for bought in goods and services – for example engaging Counsel
- The service will explore the potential to partner with an existing private sector Law firm so as to explore new areas of commercial work, where this brings clear cost and / or quality advantages, or this covers “gaps” in delivery.

(c) The service is a shared cost model

- The partners aim to make the service independently financially viable
- The Service will have clear rules for sharing risks/rewards/set up costs etc. between partners and where possible rely on actuals but default to pre-agreed rules of thumb to avoid unnecessary bureaucracy. Initial rules of thumb are:
 - In establishing the service each customer authority will be responsible for the redundancy costs of staff that they have transferred into the service in establishing the initial legal team
 - The costs of iESE’s support in establishing the service will be recovered from savings delivered by the service
 - Subsequent costs relating to downsizing the service will be borne by the member authority downsizing its demand
 - A business plan will be agreed annually that sets out costs, share of costs and any investment requirement (for example investment in modern cloud based systems) over the medium term. It is anticipated that costs will reduce over this period
 - From the business plan a budget will be set annually for the service against a base service and costs for additional service above this base level
 - At the end of the year a review of actuals will inform the budget for the next year

- Any surplus income will be shared between members equitably either to reduce the costs of the service or returned to the member authority.

(d) The service is a Centre of Excellence for the sector

- The service will set new best practice and standards
- The service will act as a hub that member authorities struggling financially or lacking capacity can look to for a higher quality reduced cost legal service that they can step into without the need for procurement
- The service will have clear standards for new entrants and activities that need to be completed in order to join the company.
- The partners intend to test this model of operation to assess its suitability for other support services to Local Government
- The service will attract attention that could add costs, “transformation tourism”, as well as potential new Full Members, Bespoke Clients and On-Line Users. The Business Plan will need a Marketing and Communications (hard and soft) activity to account for this.

(e) Governance

- The target organisational model is that the service will operate as a jointly owned and controlled company
- If it is not possible to go to this joint model immediately then the service will be established under a lead authority as a step to a jointly owned company. The determining factors will be:
 - A clear legal view of the ability to move direct to a joint company
 - The ability to achieve the practical preparation of a joint company in a reasonable time frame
- The governance will be established to satisfy:
 - Practical shared control of the service
 - Satisfy the rules surrounding the operation of a shared legal service (including SRA regulations where appropriate)
 - Satisfy the rules around joint control (including Teckal requirements where appropriate).

(f) iESE support

- iESE can provide support at four levels:
 - As a support resource in establishing the service (already under way)
 - In providing a neutral brand that other public bodies may be more likely to work with.
 - As an owner that can bring in new members through its structure and / or reduce costs through sharing of overheads with others in the iESE group of companies

- Ensuring new partners are properly prepared before they are brought on board. Or if others do this QA of the preparation work to ensure it does not destabilise the service
- The target model of iESE involvement is as an owner and customer of the legal service.

3. Strategic Appraisal

3.1 The Review's project team has undertaken an appraisal to test which options can best support the ultimate ambition of partners. This has been done by assessing:

- (i) the range of feasible **strategic** options open to the partners, and then;
- (ii) the preferred strategic option(s) in terms of their '**deliverability**'.

3.2 In order to test potential opportunities against the ultimate vision with a degree of robustness, the project team considered a full range of strategic options for the provision of whole legal services. These are:

(i) The Status Quo. Maintenance of existing legal teams in both A&W and AVDC, with employment conditions remaining as is, albeit recognising the potential to build on the considerable restructuring that has occurred in both Councils.

(ii) A Shared Legal Service under a Lead Provider. This reflects growing practice in other partnerships, involving a delegation by one Council of its legal function to the other under section 101 of the Local Government Act 1972 and the relevant Executive Function Regulations. Staff will transfer to the lead provider's employment then all staff in the team will be made available to both Councils under section of the 113 Local Government Act 1972 which will enable each Council to delegate decisions to them as if they were their own staff. The basis on which both will exercise the delegation will then be captured and agreed in an Inter Authority Agreement. It is necessary to have a robust legal agreement to set out the Councils' respective obligations and responsibilities.

(iii) Jointly commission from an external party. This option ceases direct delivery of legal services within Councils and seeks to commission work from an external party, which may be a public or private sector body. Arrangements may be made for existing staff to transfer to the commissioned body.

(iv) Jointly commission from a partner. An arrangement may be made for the two Councils to partner through a fully commercial contractual arrangement, whereby one is commissioned to provide all legal services to

another. Again, staff may be offered the ability to transfer to the new provider.

(v) Joint Council-owned Company. The strategic option of a new entity, involving ownership by the Councils and / or another partner, could involve a range of different structural models. For this strategic assessment, the option is summarised as being where Councils would have control over the new company similar to that which they exercise over their own departments, which would allow them the power to exert decisive influence over strategic objectives and significant decisions. The company would carry out the 'essential part' of its activities with the controlling contracting authorities, albeit with the ability to extend activities to the provision of legal services to other public sector bodies. Staff would be transferred and directly employed by the Company.

3.3 The appraisal of the strategic options was undertaken against a set of criteria drawn from the vision. These assessment factors were:

1. **Improved resilience.** The Councils require provision of key legal staff to the authorities and cover when not available, thereby providing continuity and resilience.
2. **Skills to deliver.** The Councils require the ready and accessible provision of high quality and professional legal services through a skilled generic and specialist legal workforce.
3. **Reducing costs of delivery.** This would involve a number of different aspects, including the significant reduction of overall legal service budgets over the short and medium through efficiencies, a reduction in overheads and reduction in external legal support.
4. **Meeting client needs.** The client departments within the Council require a service where they can 'control' the specification of work and ensure their requirements are met appropriately and efficiently.
5. **Innovation.** The arrangement needs to be of potential benefit to the wider Public Sector 'family', providing a model of operation that can be utilised or inform other legal service provision.
6. **Commerciality.** The arrangement needs to be demand-driven, informed by wider market rates and level of service, and based on clear client specifications and monitoring of performance against cost.
7. **Adaptability.** The service needs to be able to flex to meet changing demands and circumstances of clients in a timely and cost-effective fashion.

3.4 The appraisal of options is summarised in the table below, whereby a ranking has been given on the following basis:

- 0 – does not meet criteria
- 1 – partially meets criteria
- 2 – meets criteria
- 3 – exceeds criteria

	Resilient	Skills	Reduce Costs	Client Needs	Innovate	Commercial	Adaptable	Total
Status Quo (for AVDC)	0	0	1	1	0	1	1	4
Status Quo (for A&W)	2	1	1	1	1	1	1	8
Lead Provider SLS	2	1	1	2	1	2	2	11
External Party	2	2	1	2	0	1	0	8
Commission with partner	1	1	1	2	1	2	1	9
Joint council owned company	2	2	2	2	3	3	3	17

3.5 The individual scorings for the different options may be open to some debate, but the key conclusion is that in relative terms, the critical factors underpinning the ultimate ambition for a whole legal service are best addressed by the option of Joint Council owned company, which meets or exceeds all the criteria.

4. 'Deliverability' Appraisal

4.1 A second appraisal was undertaken to consider 'deliverability', comparing the two most advantageous strategic options, the Joint owned company and the lead provider. An assessment was made of the likely ease, speed, cost and assurance of delivery and the potential time to realise benefits.

4.2 The lead provider option was, perhaps unsurprisingly more 'deliverable' than the new company model. However considering the substantial relative advantage of a Joint Owned Company in delivering the strategic criteria, it was concluded that this should not in any way negate the primacy of the preferred option. This deliverability test has however informed an approach to ensure delivery which is outlined in the implementation section of this report.

5. The Preferred Option – Company Status

5.1 The strategic option of the joint council owned company is therefore considered most advantageous to the partners in terms of securing the benefits of the original vision. Within that overall option there are different models of operation. The two most pertinent models which have been given consideration by the review are a 'Teckal' company, and an Alternative Business Structure. Essentially the distinctions between the two are as follows:

- 'Teckal' company. The *Teckal* case established that, under certain circumstances, a contract let to a third party will not count as a public service contract if "the local authority exercises over the person [ie the company] concerned a control which is similar to that which it exercises over its own departments and, at the same time, that person carries out the essential part of its activities with the controlling local authority or authorities". In essence if the joint owned Company meets the Teckal requirements commonly known as control and function tests it not need enter into procurement with owning authorities.
- Alternative Business Structure (ABS). The Legal Services Act 2007 introduced a new way for law firms to provide legal services, known as the ABS. This allows non-lawyers to own and invest in law firms. If the ABS is made up of lawyers and non-lawyers or another body, then at least 10% of that body should be controlled by non-lawyers. The purpose of the Legal Services Act 2007 was to expand the legal services and provide this in different ways and not just by solicitors/lawyers alone. This then allows equity to be raised from outside of the legal sector, such as from other professionals or non-solicitor employees, with the main thrust to diversify the range of legal services, into becoming "one-stop shop", of consolidating a specialism in a particular area of the market; to widen the market rather than restrict it. An ABS would be free to provide any type of legal service to the public provided it is regulated by the Solicitors Regulation Authority (SRA).

5.2 The preferred option is to become a 'Teckal' company, as this is an option to meet the ultimate vision and provide the benefits sought by the partners.

6. The Preferred Option – Operating Model

6.1 Following this appraisal, work has been undertaken to develop the concept of the Joint-owned company.

Services Provided

6.2 Both Councils have undertaken comprehensive exercises to estimate the future demand of their 'client' departments.

6.3 AVDC have considered in detail the potential management of future demand and the reduction in on site work that may be required. A&W have examined past demand from their case management system to inform the level of service required going forward. Both of these elements are deemed important in reducing the coverall costs the service.

6.4 In addition AVDC have developed a methodology of service specification which is reshaping future demand for legal support and will help inform the future design of legal advisory work within the new company.

6.5 The summary of the categories of work, and an assessment of the balance of 'on site' and remote work that is thought feasible and desirable in the future, is shown in the table below. This analysis shows the considerable potential for an 'agile' working practice, with the requirements for legal staff being on site being relatively limited.

Activity	REMOTE%	ONSITE%
Development/Planning	87	13
Forward/Plans	94	6
Building/Control/Engineers	92	8
Green/Spaces	100	0
Community/Centres/And/Facilities	100	0
Environmental/Health/US/Development/Team	98	3
EH	88	12
EH/Housing	100	0
Licensing	84	16
Support/Services	100	0
Finance	100	0
Business/Assurance	100	0
IT	70	30
Revenues/And/Benefits	100	0
Waste/Community/Spaces	58	47
Recycling/And/Waste	100	0
Parking	100	0
Strategic/Housing/Advice	93	7
Facilities/Management	100	0
Democratic/Services	20	80
Electoral/Registration	100	0
Capital/Programme	100	0
Property	100	0
Corporate/Governance	50	50

6.6 In broad terms therefore the scope of the joint service envisaged comprises the following areas of law:

- General Legal Advice, Criminal & Civil Litigation, Employment, Environment, Private Housing Function/Homelessness, Commons & Rights of Way,

Planning, Procurement & Contracts, Property, Legal Advice/Information Law, Admin/Core Support.

(A full list of services to be provided by the new Company is at Appendix A).

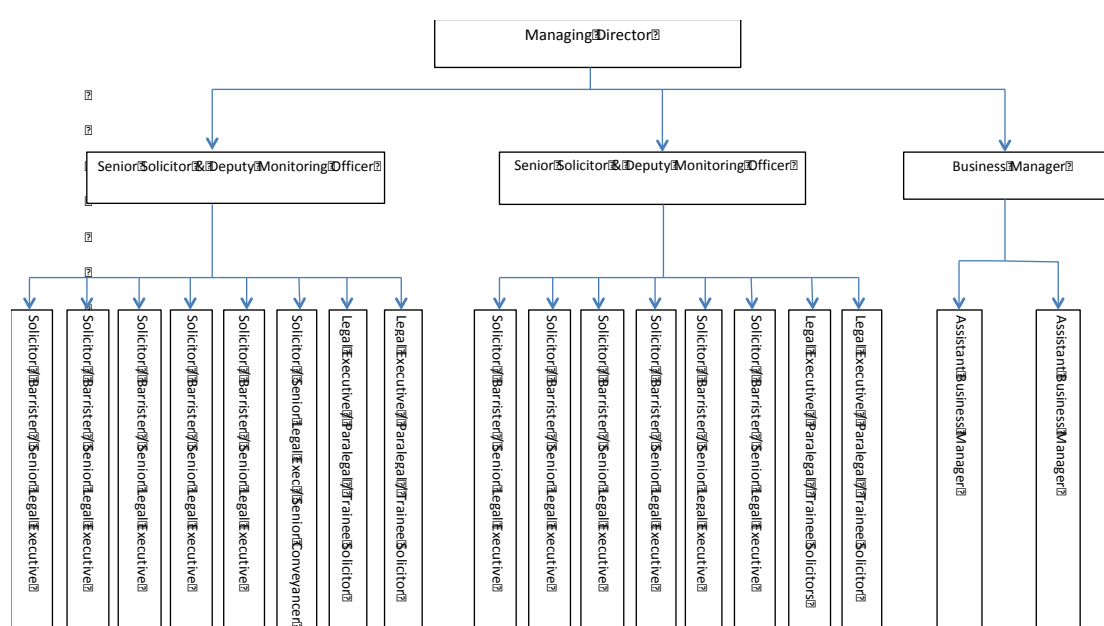
6.7 The following areas will continue to be provided in-house, by each Local Authority:

- Corporate Governance including Monitoring Officer roles, Land Charges, Democratic Services, Complaints, Freedom of Information processing, Data Protection Act requests.

6.8 It should be noted that the presumption in this report is that in the first instance Councils may wish to retain the Monitoring Officer role 'in house'. However it is recognised that one or both Councils may choose at any time to request that the New Company provide this service.

Resourcing

6.9 The following chart outlines the initial view of the structure required – at establishment of the Teckal company – to deliver the services required by both Councils. It should be stressed that the ultimate structure will be informed by a more detailed specification of client demand. (A Board of Directors comprising representatives of partners will oversee activities of the company).



6.10 It is anticipated that this will require the following resourcing in terms of salary budgets. It is worth stressing that these have reduced during the course of 2014-15 in anticipation of a new partnership arrangement, and will continue to be managed down as the new model of operation of the service is established. Current employee costs (taken from 2014-15 budget books) are:

2014-15 Employee Cost Budget	
Adur & Worthing	£828,500
Aylesbury Vale	£672,100
Combined Total	£1,500,600

Costs and benefits

6.11 At this options appraisal stage it has not been possible to confirm definitively the overall level and costs and benefits which the establishment of the Joint Company would bring to partners. It is proposed that should agreement in principle to the progressing of this option be given, then a full Business Case with robust costings and estimates of financial and non-financial benefits be produced for final partner agreement.

6.12 At this stage, the following has been identified as the initial costs and benefits of the service. An initial and very high-level consideration of potential employee cost savings has suggested that an ultimate target saving for the Company of 20-25% (£300,000 - £375,000) against combined 2014-15 budgets may be the aim. This estimate however needs to be rigorously tested and the target savings from employee and other costs will be determined in detail in the final Business Case.

6.13 In addition to these some costs will still be borne by the councils – for example the Monitoring Officer posts and/or client management. Equally some benefits may accrue back to the Councils – for example accommodation costs and reduced back office and support costs.

Costs
IT hosting and remote working costs
Case Management System alignment and IT equipment to support agile working
Recruitment / Assessment Centre Costs
New Posts (including the Managing Director)
Professional support services provided to the New Co (HR, accounting)
Records Management / printing and admin
Regulatory costs / Lexcel accreditation
Indemnity Insurance
Marketing / business development costs
Redundancy costs

Benefits
Combined staffing efficiencies (e.g. from head count reduction, and new terms and conditions for new staff recruited after the establishment of the company)
Reduction in external spending
Support service reductions (including accommodation)
Improved process efficiencies

7. The Preferred Option – Key Assumptions and Risks

7.1 It is suggested that the development of the full Business Case would be predicated upon the following key 'working' assumptions:

Service planning

- There will be a medium term (possibly 3-5 year) 'lock in' agreement for the partners to commit to working with the new entity
- There will need to be a payment/cost model agreed – for example based on payment per year, or per item. The working assumption is that a block fee based on existing budgets (declining year by year) to a new 'norm' will be the initial payment structure with some form of agreement for additional charging and variation for services beyond the core service package. This approach would benefit the councils and the new company by being aware of likely income/cost over time.
- Detailed service agreements will need to be negotiated between the New Company and Councils prior to the New Company delivering services.

Governance

- A Board of Directors will need to be formed reflecting the commercial nature of the new service (and will need to be flexible to allow new owners)
- A recruitment exercise would be undertaken to appoint a Managing Director and key management roles (potentially including the Business Manager)

Operations

- A short transitional period would enable shared working and management before the establishment of the New Company. This would be enabled by a secondment model of working between the Councils.
- Staff would TUPE over to the New Company from both Councils following endorsement of the Full Business Case.
- This service will be primarily delivered remotely, with some residual accommodation offered by the councils.

Client relationship

- Back office support would be provided for the new company for a initial period, likely to be one year, notably to provide HR support to 'legacy' staff. The New Company would seek appropriate provision of support services to enable its separate existence. This would include finance, IT, HR etc.
- The focus of the first year's operation would be on provision of services to owners, and not in provision of income-generating services to other bodies
- It is envisaged, at least in the short – medium term, that the services provided would be for District Council functions only, but in due course this

could be widened to the entire Public Sector ‘family’, subject to regulatory requirements.

7.2 The full Business Case will need to consider the impact and mitigation of potential risks including :

- Resourcing to enable the service to meet timescales and project objectives
- Buy-in and commitment from key stakeholders
- Recruiting and retaining key professional staff
- Developing suitable and compatible IT systems
- Possible reduction in service during implementation phase
- Staff perceptions of changes to location and working arrangements
- External change from any future local government reorganisation.

8. The Preferred Option – Proposed Implementation

8.1 It is proposed at this stage that a structured approach to implementing the New Company will entail the following steps and these are delivered to the following timescales. These are based on the assumptions set out earlier in this report, should these differ this may impact on the timeline shown.

	Q3			Q4			Q1			Q2		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Options Appraisal												
Decision in principle			✱									
Develop Full Business Case												
Final agreement to create Company						✱						
Mgt / Staff seconded												
Interim joint working												
Develop detailed client specifications												
MD recruitment process												
Board set-up (recruit, ToR)												
Board and MD in place									✱			
Company set-up												
Operational set-up												
TUPE processes												
Go-live												✱

8.2 It is worth noting the proposal involves:

- A short transition stage of a 'working together model' after the agreement in principle to this option. This would take place in spring 2015 and would involve secondment of staff from one Council to another. This will enable a practical ‘shadow’ merger of the two (but not a full shared service under a lead provider), to ensure momentum is maintained while the commercial and logistical arrangements are resolved. This would include the assessment of future demands for the service.
- A migration to a New ‘Teckal’ company involving staff from each council (to the Company), indicated as being operational for September 2015.

- c) In the event of the Business Case not being adopted, none of the work undertaken to that date would be abortive or irreversible. However by following the above proposed approach the delivery of the new company would be considerably accelerated.

9. Recommendation

9.1 In conclusion, it is the recommendation of this options appraisal that partners:

- a) Agree the principle of changing the way in which legal services are delivered to the partners in line with the preferred option of a Teckal Company in line with the contents of this report, subject to the adoption of a final Business Case in Spring 2015.
- b) Implement the transitional arrangements of the councils working together, including the secondment of staff, as identified in the timeline in this report.
- c) Delegate to the Chief Executives the creation of a full Business Case based on this report.
- d) That the approach to the shared cost model in section 2(c) is adopted and that work is undertaken to determine how the approach is implemented.
- e) Undertake the preliminary activities identified in the report to enable the Councils to establish the New Company promptly following final agreement of the Business Case.
- f) Commit adequate resources to deliver the actions above.

APPENDIX A – CORE SERVICES OF THE PROPOSED JOINT OWNED LEGAL COMPANY

<ul style="list-style-type: none"> • Advice on the application of EU procurement rules and individual Financial Procedure Rules • Advice on Contract matters • Drafting and negotiating of contracts • Advice on State Aid • Establishment of special purpose vehicles • Major commercial projects • Complex company or trust structures • Construction contracts • Property law advice • Trespass and unlawful encampments • Right to buy • Sales • Purchases • Leases • Agreements • Licenses • Planning Enforcement • Anti Social Behaviour • Car Parking matters • Statutory nuisance • Benefits advice • Environmental advice • Housing and Homelessness advice • Food standards matters • Advice to the employer, managers and HR advisors on employment law and procedure • Conduct of disciplinary appeals and Employment Tribunal cases • TUPE advice • General legal advice including advice relating to legislation affecting local government • Training and advice on forthcoming legislative changes 	<ul style="list-style-type: none"> • Advice on Litigation matters • Advice to insurers • Advice and conduct of proceedings in relation to negligence • Personal injury • Property damage • Commercial litigation • Professional negligence • Judicial Review and defending civil claims • Housing reposessions • Complex Debt recovery • Statutory appeals • Injunctions • Disrepair • Advice on town and country planning matters • Road naming orders • Buildings regulations advice • Advice on common land and village greens • S106 agreements • Listed buildings notices • Conservation Areas advice • Tree Preservation Orders • Compulsory Purchase • Rights of Way Appeals • Legal advice on FOI applications • Legal advice on DPA access requests • Legal advice on corporate complaints and Ombudsman investigations • Legal advice on the conduct of elections • Licensing advice • Legal advice on the application of RIPA
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Ward: All

Building Engagement through vibrant communications : A Communications Strategy for Adur & Worthing Councils

Report by the Chief Executive

1.0 Summary

- 1.1 This report seeks the approval of the JSC on three key papers, developing the future of the Communications function across Adur and Worthing Councils:
- The Communications Strategy 2015-2018
 - Visual Identity Guidelines
 - Social Media Policy
- 1.2 The Communications Strategy establishes the ‘broad brush’ strokes of the direction and approach which will be taken to create a modern, vibrant communications function, supporting the Councils’ ambitions as set out in both ‘Catching The Wave’ and ‘Surf’s Up’. The Strategy provides a framework for bringing Directorates, initiatives and activities together to create cross-organisation stories, showing the Councils and the local communities at their best.
- 1.3 The strategy is supported by the new Visual Identity Guidelines to help the Councils’ Officers ensure that customers and audiences can more easily identify those activities or initiatives run or supported by the Councils, and to provide an easily understood ‘minimum standard’ for printed communications.
- 1.3 The Social Media Policy has been revisited to simultaneously promote and protect the Councils’ reputation online, as well as safely helping Officers become more directly involved with customer facing communications. The Policy sets out both the expectations the Councils have of Officers, and what help, advice, support and guidance those Officers can expect in return.

2.0 Background and Proposals

- 2.1 Adur and Worthing Councils created a new ‘Head of Communications’ role early in 2014, and the post was filled in May 2014. This role was directly linked to the aspirations of ‘Catching The Wave’ and the post holder tasked with investigating opportunities for development of the Communications function across the Councils.
- 2.2 In the past six months, it has become clear that the Councils need an overarching, robust, strategy to guide all internal and external communications. Although there are some services who already have good communications with their customers, there is a wider need to join these communications up, to develop new ways to communicate effectively with the Councils’ current & future customers and to move from reactive or ‘firefighting’ communications towards a more planned, proactive

approach. Additionally, there are a number of large gaps within provision of communications activity across the authorities which leave some key areas of Council activity under-recognised and insufficiently engaged with our communities to be able to take forward our ambitious agenda.

- 2.3 The need to evolve the Councils' social media offering has become a pressing issue over the last months. Use of social media by the community continues to grow year-on-year, with new online services being launched on a regular basis. In the past six years, the Councils have engaged with the community in a structured way through social media, using a number of corporate channels to communicate, share messages and offer some customer service support. However, as social media evolves, so should the Councils' interactions with customers. It is therefore an appropriate time to revisit the Councils' Social Media Policy to make the most of this increasingly important communications channel in a structured, measured way with due regard for minimising any risks while making the most of all opportunities presented by this vibrant, fast-paced, communications method.
- 2.4 The Councils do not only serve the communities of Adur and Worthing; they are also leaders within local places, part of the national democratic process and, increasingly, being recognised on the international business stage. This Communications Strategy, therefore, is designed to be the framework needed to make the most of all opportunities for growth that will be presented to the Councils over the next three years (and beyond), establishing the authorities as leaders of vibrant, dynamic and exciting communities.
- 2.5 If Members approve this strategy (and accompanying Social Media Policy and Visual Identity Guidelines), then the Head of Communications will begin to develop the future shape of the Communications Team required to deliver this strategy.

3.0 Legal

- 3.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 3.2 Alternatively S1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation

4.0 Financial implications

- 4.1 There are no financial implications at this time. If Members approve the Visual Identity Guidelines, then the Communications Team will audit all existing communications against the standards set out. Any incorrect, or sub-standard, uses of the Councils' official logos will be designed out and replaced at the time that the documents in question are reprinted.

5.0 Recommendations

- 5.1 JSC are asked to:-

5.1.1 Note and endorse the Communications Strategy 2015 – 2018 as the

framework for the development of the Councils' communications function

- 5.1.2 Approve and adopt the revised Social Media Policy, allowing Officers to effectively expand the use of social media in a structured, managed way for the benefit of the Councils, and the Councils' customers
- 5.1.3 Approve the Visual Identity Guidelines to guide the Councils' improvement of the way that customers relate visually to the work of the organisations, officers and partners.

Local Government Act 1972

Background Papers:

Joint Strategic Committee Report – 7th January 2014 : Organisational Changes 2014
“Catching the Wave”

Joint Strategic Committee Report – 22nd July 2014 : “Catching the Wave” – A progress update on organisational change.

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Schedule of Other Matters

1.0 Council Priority

- 1.1 Development of the communications function has been set as a key priority within 'Catching The Wave' and 'Surf's Up'.

2.0 Specific Action Plans

- 2.1 An immediate activity plan is contained within the Communications Strategy 2015 – 2018 as appendix 1 'Outline Actions'. Further detailed activity plans will be drawn up throughout the year to address specific projects.

3.0 Sustainability Issues

- 3.1 This report has been developed to improve resilience within the communications function across the Councils, although it is not concerned with specific environmental sustainability issues.

4.0 Equality Issues

- 4.1 This report aims to improve access to information across the Councils, delivering increased inclusivity for customers not traditionally well served by traditional media channels.

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 strong, resilient and inclusive communications function will contribute directly to the Councils' reputation, protecting it in times of crisis and developing it through open, honest and transparent communications at all times.

8.0 Consultations

- 8.1 The recommendations in this report have been made following a large number of conversations with Directors, Team Managers, Officers and elected Members over the last six months.

9.0 Risk Assessment

- 9.1 If the Councils do not act to develop communications activities in a structured, strategic way, then they run the risk of failing to capitalise fully on opportunities which present themselves. If the Communications Strategy 2015 – 2018 is not endorsed, then the risk is that the Councils are unable to reform their communications effort and can not evolve to meet customer needs.

10.0 Health & Safety Issues

10.1 None specific to this report.

11.0 Procurement Strategy

11.1 None specific to this report – any systems or products needed to enhance communications activity will undergo the appropriate procurement processes.

12.0 Partnership Working

12.1 This strategy provides a clear framework to enable increased partnership working to share communications and improve perceptions/reach within appropriate audiences.

Communications Strategy 2015 – 2018

Building engagement through vibrant communications

DRAFT

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Document Dated: November 2014

Revision 1.0

Introduction

Introduction

This document aims to set out the 'broad brush stroke' Communications Strategy which will guide the work of Adur and Worthing Councils' Communications Team for the three year period between 1 April 2015 and 31 March 2018.

The following pages establish key strategic aims and tactical approaches, and outline some of the activities which will be used to support those higher level priorities. What this document does not attempt to do is provide a complete catalogue of operational activity which will be undertaken throughout the lifetime of the strategy, since new opportunities will present themselves and current opportunities may diminish for reasons outside of the Councils' control. Additionally, the Communications Team can't communicate in a vacuum – they are reliant on activity across the rest of the Councils and that mix may change due to emerging local or national pressures.

The strategy takes 'as read' the ongoing development of a highly regarded website, and continuing engagement in social media as methods of communicating directly with our customers. It also doesn't go into the detail of which media outlets will be developed for which stories – those tactical, 'channel' based decisions will be taken flexibly to ensure that the best promotional and customer-centric mix is developed for each unique story or piece of communication.

This strategy is designed to empower individuals, unleash information and inspire activity across the vibrant communities of Adur and Worthing. It takes its lead from the strategic direction set for the Councils by 'Catching The Wave', and the tactical developments set out in 'Surf's Up'. Designed to run for three years, at which time it will be revised and refreshed, the strategy will form the basis for strong, open and transparent relationships between the Councils and the communities that they serve.

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Overall Strategic Purpose, Objectives and Aims

Overall Strategic Purpose

The purpose of this strategy is to provide an agile, flexible framework to connect individuals, information and opportunities in meaningful ways which inspire defined outcomes.

These individuals will be the Councils' customers, the Councils' staff and outside organisations seeking to engage with one or more of the Councils' strategic priorities.

This strategy supports and augments the overall direction of travel set for the Councils in 'Catching the Wave' – namely:

- Supporting Wealth Generators
- Cultivating Enterprising Communities
- Becoming Adaptive Councils

Overall Strategic Objectives

The objectives of this strategy are three-fold:

- To protect, promote and enhance the reputation of Adur and Worthing as places, and as Councils
- To promote, enhance and develop the experience of living in, working in or visiting the communities of Adur and Worthing
- To develop consistent, clear, purposeful communications in partnership with the most appropriate stakeholders, delivering on the previous two stated objectives.

Overall Strategic Aims

This strategy aims to demonstrably:

- Improve access to the democratic process for the communities of Adur and Worthing
- Contribute to the Councils' work in supporting business and investment throughout the area
- Contribute to community initiatives which directly benefit those living in, working in or visiting the area
- Lead the development of internal communications throughout the Councils, facilitating knowledge/skills sharing and collaborative working for the benefit of the Councils' customers
- Develop systems and methods of measuring, evaluating and reporting on the progress of the three previously stated aims, and making these reports openly available for the community to examine.

Tactical Overview

At a tactical level, and in order to provide clarity of purpose and structure, the Communications function will align its work into the following strands:

- Business
- Culture
- Life and lifestyle
- The Councils
- Our brands

The Communications Team won't be delivering all of the work within these strands – rather they may act as strategic direction-setters and facilitators at moments, helping others to create and deliver messages as appropriate. At a strategic level, this 'network' approach increases feelings of engagement and ownership of initiatives and, tactically, ensures that the right people are brought together at the right time to develop the best product for the audience.

This strategy centres on the development of a small range of marketable 'products' for the Councils which aim to clarify where communications effort will be expended and which will guide the evolution of the Communications Team in the future. These products are:

- The Adur and Worthing Business Partnership
- The Commit To Culture Partnership
- The Waves Ahead Local Strategic Partnership

In addition, this strategy will guide the development of a vibrant, impactful, brand for the Councils as community leaders and service providers, spanning external perceptions and internal communications.

Communications Work Strands : Business

Catching the Wave Priority 1: Supporting Wealth Generators

Strategic objectives:

To establish and promote Adur and Worthing as vibrant local economies (especially within the science, technology and creative industries).

To continually answer the question: *'What does a business need in order to be able to grow and prosper in Adur and Worthing?'* and directly support the Councils' ambition to make Adur and Worthing "a unique and world class business and investment... destination".¹

Tactical approach:

The Communications team will work with the Adur and Worthing Business Partnership to become the pre-eminent local business forum, able to span the needs of entrepreneurial individuals setting up in business for the first time to companies with global reach looking to invest or expand in/move to the area.

The Partnership, its key elected Members, officers and wider membership will be positioned as the default organisation to approach for information and guidance in making the most of business. This two-way relationship will be designed not only promote and enhance the reputation of Adur and Worthing for business investment, but will also improve the flow of information between businesses and the Councils.

Example Activities

During 2015, the Communications Team will develop a proactive media relations plan with the Business Partnership, showcasing the work of the Partnership and its members both locally and in regional/national media. Supporting this will be refreshed website content (with accompanying editorial calendar/plan), the development of an active social media presence and a refreshed business email newsletter, distributed monthly. The Communications Team will also support the Director for the Economy with the delivery of the key objectives set out in 'Surf's Up'.

¹ Surf's Up, page 5 – November 2014

Communications Work Strands : Culture

Catching the Wave Priorities 1 and 2: Supporting Wealth Generators and Cultivating Enterprising Communities

Strategic objectives:

To establish Adur and Worthing as places with a dynamic, inclusive, cultural scene, connecting residents, businesses and visitors alike with the full range of opportunities on offer.

To answer the question *'When the work day is done, where, why and how could I spend my time (and my money) in Adur and Worthing?'*, and directly support the Councils' ambition to "demonstrate and articulate the economic and social value that a strong and vibrant cultural and events programme provides for local residents, visitors and the economy"².

Tactical Approach

The Communications Team will work with the Commit To Culture Partnership to maximise the value of the partnership to the local social and financial economies. This will include working with those organisations who have already become 'Committed To Culture', seeking to grow that partner base throughout the creative cultural sectors in Adur and Worthing and connecting the cultural offer meaningfully to local residents and the wider cultural scene of the South East.

The Partnership's positioning should reflect the range, variety and vibrancy of the cultural offer in Adur and Worthing, with all of its members empowered to act as advocates for the Partnership itself and the communities of interest that it serves. This positioning should also reflect the dynamic local tourism economy, being flexible enough to make emotional connections with local residents and visitors alike.

With a strong and vibrant marketing offer already in place within Worthing Theatres and a recognised Tourism brand, it's important to reflect the fact that the overarching tactical development of the Commit To Culture brand is designed to be flexible, allowing expert teams within the Partnership to own specific activity strands within the overall communications and marketing plan.

Example Activities

The Communications Team will work with the Director for the Economy on developing a fresh approach to attracting new visitors and its accompanying promotion, which will see tourist information being made available in new, innovative ways across the area. This may include working with key partnership such as the Town Centre Initiative, South Downs National Park Authority as well as neighbouring local authorities. Specific activities may include a refresh of the existing tourist information website, marketing collateral and promotional advertising mix using modern communication tools to ensure that the information customers need to easily accessible and simply shared.

Communications Work Strands : Life and Lifestyle

Catching The Wave Priorities 2 and 3: Cultivating Enterprising Communities and Becoming Adaptive Councils

Strategic Objectives:

To establish Adur and Worthing as destinations of choice to settle and fulfil lifetime goals (such as purchasing a property, raising a family, starting a business).

To answer the question '*What does a person need to live and flourish in Adur and Worthing?*', contributing to the Councils' overall aim of "supporting and unleashing the power of people in community to run and improve their own lives and the places in which they live, whilst maintaining an essential safety net"³.

Tactical Approach:

This is the widest of the external-facing Communications strands, spanning statutory responsibilities and elective community engagement around 'wicked issues', and interacting with multiple Directorates in a more complex pattern than in other strands.

Work will continually focus on the customer experience of dealing with the Councils, led by the Customer Services directorate, ensuring that information available at every public touch point is accessible and engaging, and that the customer journey experience is as smooth as possible with clear, concise information available.

Work in this element of the strand will span the full scope of Council responsibility from the payment (and justification) of Council Tax to the planning process, electoral engagement, community safety and all other points in between.

Additionally, continual focus will be brought on the social lives of those living in Adur and Worthing, led by the Communities Directorate. The Communications Team will work with the Waves Ahead Local Strategic Partnership to promote Adur and Worthing as places where communities can come together to create innovative new opportunities to improve life throughout our area. The partnership will be positioned as dynamic, flexible and the source of community enterprise knowledge in Adur and Worthing.

The Adur Homes sub-brand will be a key part of the communications approach during the life of this strategy, since it performs a vital function within the local community. The Communications team will look to work closely with the Adur Homes brand, helping to improve communication with tenants where necessary, and supporting the service to become seen as an example of best practice in the social housing sector.

Example Activities

As of November 2014, the Communications Team have begun working with the Waves Ahead Partnership to refine their brand and redevelop their online presence, improving and adapting the content available through their website and starting to connect to customers through a greater use of social media. This work will continue throughout 2015, establishing mechanisms to more easily share information across the Partnership's members, and developing stories to connect the initiatives with the communities that they're working within.

³ Surf's Up, page 13 – November 2014

Communications Work Strands : The Councils

Catching The Wave Priority 3: Becoming Adaptive Councils

Strategic Objectives:

To design and deliver a range of internal communication and engagement activity, in partnership with all Directorates and the Organisational Development Team, helping the Councils to evolve and better meet the needs of the communities they serve.

To establish the Councils' reputation on the local, regional, national and international stages, as well as specific industry/local government platforms, as modern, vibrant organisations meeting customer needs and expectations through new ways of working.

To answer the question *'What needs to be improved internally to help us better serve our customers, and how can we make this happen?'*

Tactical Approach:

Although this strand of work may seem primarily inward facing, it is designed to support the Councils' external customer and community activities by getting the internal communications and information flow right. The aim is to help colleagues to feel informed and become ambassadors for the organisations – thereby improving the customer experience of interacting with the organisations.

The team will contribute to the Councils' management information and insight teams, helping to gather information, provide analysis where appropriate and develop the insight needed to help connect colleagues and customers meaningfully.

Furthermore, the Communications Team will work with all Directorates (and Organisational Development) to develop a robust employer brand for both Councils, creating a clear balance between organisational expectation and staff needs/offers.

The team will also develop a series of internal communication tools designed to connect colleagues with the shared aspirations of 'Catching The Wave' in purposeful and meaningful ways.

Example Activities

The Communications Team have already started working with the Councils' Leadership Team to communicate through internal blogs and other conversation methods. This will continue into 2015, ensuring that regular updates on Council business and progress against priorities is communicated in an interesting, and engaging, way for the benefit of all staff (and consequently, customers).

Throughout 2015, the team will focus on internal communications – whether that is systems (ie how to share information), the format of information shared or the frequency – to ensure that colleagues are kept up to date on developments in the organisations.

Additionally, the team will work closely with the Organisational Development Team on revised induction packs and processes, welcoming new colleagues into the organisations and ensuring that they have the information they need to best serve our customers.

By March 2015, the team expect to have developed a consultation portal for use across the Councils, helping to improve data collection and analysis and assisting colleagues in running consultations (whether for economic development purposes, planning consultations, health and wellbeing initiatives or community wide engagements).

The Brands

Supporting every single strategic communications objective and tactical initiative will be the brands of the Councils and the places that they serve.

While the Visual Identify Guidelines for Adur & Worthing Councils is appended to this document, these Guidelines only govern how the organisations look; creating a brand is a more nuanced process, dealing with a wide range of factors from tone of voice and 'brand persona' through to the visual elements such as logo, colour palette and font choice.

Overall, from the perspective of the Councils, the Head of Communications is ultimately responsible for delivering, maintaining and protecting the brands for both the Councils and the communities, and will lead all brand related work.

During 2015, the Communications Team will lead an audit of the Councils' brands and sub-branding, with the aim of providing uniformity of visual identity and ensuring that any sub-brands are not only well executed, but also clearly related to the Councils' 'parent' brand.

Also during 2015, the Communications Team will draw skilled individuals together to start designing an appropriate brand – or brands – for the places of Adur and Worthing. Delivered in consultation with the community, these brands will infuse all communications work to create a strong identity for the places served by the Councils, supporting the ambitions both of 'Catching The Wave' and the communities of Adur and Worthing.

Activity Overview

Creating a strong Communications function will rely on a range of well designed and delivered communications products – whether individual pieces of information, single campaigns or long term initiatives.

What is clear is that the activity mix for each of these products will be different, depending on the needs of the audience(s). At times, a press release might be appropriate. At others, a social media update or a leaflet to be posted through the doors of identified communities. At another, we may have to purchase advertising space or decide on the relative merits of Twitter versus Instagram for a particular audience, press or radio advertising for a certain campaign. Whatever tool – or mix of tools – is chosen, it is clear that the choice must be made with the needs of the community in mind.

To make these choices, the Communications Team will work closely with the Councils' Management Information/Insight teams (which currently span the Customer Services and Digital & Resources Directorates) to ensure that campaigns and longer-term initiatives are supported by customer data, justifying the approaches taken and any financial expenditure required.

With this insight led approach at the forefront of communications activity, it is impossible to predict what tools will need to be used – and when! However, it is clear that the Communications team will need be adaptable and to continue to develop relationships with the community-facing media – whether this is the print, broadcast or online communities – at local, regional and national levels.

At the heart of this relationship will be a strategic editorial and content plan, guiding the work of the Communications team throughout the next three years to deliver powerful, impactful content. This plan will be freely available to Adur and Worthing Council staff, giving them the opportunity to contribute and sharing the ownership of the end product. We will work with our media colleagues throughout the year to share a 'Coming up' look ahead on what the Councils see as significant events, opening the organisations up to scrutiny and demonstrating our accountability to our communities.

We will continue to develop our use of social media at both the strategic and tactical levels. Social media use of all types has exploded in the last decade and offers the Councils a transformative way to create and maintain meaningful relationships with our customers. The Councils' Social Media Policy, which is appended to this strategy, is designed to lead and manage the

growth of social media use which, by the end of 2015, will involve many more departments, initiatives and officers than it does at the end of 2014. By 2016, it is envisaged that the Councils will use video releases, social media 'chats' and shareable content as a matter of course in its dialogue with the people and places of Adur and Worthing.

We will work hand in hand with the Directors for Customer Service and Digital & Resources to dramatically improve the way in which we can offer customer services through social media platforms – as our customers turn to social media to ask questions or give us feedback, it's imperative that we adapt and evolve to meet those needs. Beginning early in 2015, the Communications Team will start to test a number of different ways to improve this customer service delivery, in conjunction with those Directors and service teams.

We will also continually develop our image libraries and graphical content, helping colleagues to tell stories and share information in ways which don't rely solely on the written word. We will create this library throughout 2015 and make sure that it's freely available for our staff and partners to make use of.

And, finally, we will improve the ways in which the Councils are able to communicate internally, recognising that access to information (or technology) is not always equal. In order to improve our internal communications, we will look at how we use a blend of on- and off-line tools to ensure that all those who work for Adur and Worthing Councils have the access to the information that they – and their customers – need.

The continual development of the communications 'mix' (or 'tool kit') makes predicting the future impossible – but one thing is certain; everything produced under this strategy will contribute directly to its core purpose, key objectives and overall tactical approaches while putting the needs of the audience – the customer – directly at the heart of powerful, impactful stories.

Appendix Two – Communications Functions

Appendix 1 Outline Actions

The below table sets out some initial priorities for the Communications Team from the start of 2015.

Action	Purpose	Timescale
Sign off Visual Identity Guidelines	To improve consistency in Council documentation and publicity materials	December 2014
Conduct a visual communications audit	To identify where the Councils' visual branding is not being used correctly; to improve customer recognition of, and relationship with, Council communications	By March 2015
Approve Social Media Policy and develop professional user accounts	To increase customer interaction; to develop a 'community of experts' demonstrably leading local progress	December 2014
Develop social media customer services	To improve communication with customers, increasing levels of customer satisfaction	June 2015
Deliver social media training to new account holders	To aid colleagues in taking up social media use; to improve communications with residents, businesses and visitors; to provide cost effective promotional activity	Ongoing from December 2014
Develop outline proactive communications strategies and timetables for identified work strands	To clearly set out commitments and manage expectations; to improve the information made available to the community	By March 2015
Develop recording and reporting mechanisms for reactive media interest in the Councils' work	To monitor and report on the performance of the Communications Team, in regards to reactive media interest; to improve resilience at no/low cost	By March 2015
Develop community profiling practices	To improve communications with all communities in Adur and Worthing	From March 2015
Identify a key network of communication partners	To improve coordination of messaging and stories in and around the area, maximising the value of each communication to the customer	By March 2015
Develop organisation wide email marketing system	To improve community communication through regular newsletters; to reduce the administrative burden on colleagues in producing newsletters; to provide efficiencies in cost and resources	By March 2015
Develop an organisation wide consultation portal	To improve the consistency of community consultations; to assist colleagues in developing appropriate consultations; to improve analysis of consultation information to gain detailed insight to guide actions	March 2015
General Election Communications	To engage the local communities with the democratic process; to encourage electoral turnout; to inform communities of electoral procedures and results	Ongoing up to mid May 2015

Appendix Two – Communications Functions

Develop Communication Team skills and competencies	To drive impact of communications activity; to improve efficiency of communications; to improve service standards to the Councils and community	Ongoing
Develop organisational and place brands	To create powerful, impactful brands for the Councils and the places they serve, to attract investment and improve customer recognition of those brands	By September 2015
Develop organisation wide training and skills sharing events around communication topics	To share best practice; to develop understanding and resilience between teams; to network and improve information flow around the Councils	Ongoing

Appendix Two – Communications Functions

The following list of terms is not exhaustive, but is intended to give an overview of some of the key functions of a communications team.

Corporate Communications

Developing communications which support the Councils' top-level strategies and objectives. These are 'broad brush' overviews told in accessible, relatable ways.

Internal Communications

The process of sharing information with all those employed by, or partners of, Adur and Worthing Councils. Due to the distributed nature of the workforce, internal communications will have to span on- and off-line methods to ensure that all colleagues have the information they need about the Councils' activities and opportunities to get involved, and can act as an advocate for the organisations with customers.

Directorate Support

Enabling Directorates to effectively engage with the public and other stakeholders through appropriate communication channels, supporting Directorate or Council-wide priorities. Providing strategic and tactical advice to assist colleagues in creating/owning these communications where appropriate.

Content Development

Developing new ways of sharing information to better engage with customers, particularly within a 'digital first' agenda. This may include blogs, video and graphical developments, audio/podcasting, events or other forms of communication targeted to audience need.

Design and branding

Telling stories and sharing information using visual means to increase interest and understanding. Developing and protecting the visual identities of the Councils to aid identification of official information by local residents.

Press Liaison

Developing a strong, trusted, relationship with the media (print, broadcast, online) to share information proactively in a way which meets the journalists' needs, and therefore the needs of their audience.

Marketing and income generation

Developing communications to increase – or capitalise on – opportunities to generate income for the authorities.

Emergency Planning Communications

Taking the lead, as required, in emergency or crisis situations to ensure that information is communicated swiftly and accurately through the most appropriate channels to maintain public safety.

Adur and Worthing Councils Social Media Policy

Supporting the Councils through effective, vibrant, social media communications

DRAFT



Introduction

Social media isn't new. If you take its literal meaning – ie the opportunity for an individual to share information with a wide audience in a way which allows others to interact with that information - 'Letters To The Editor' could be one of the earlier forms of social media! Today, the term 'social media' is more commonly used to describe the creation and sharing of content using the internet through a number of different websites or technologies (known as 'platforms').

This policy document refers to the modern definition of 'social media' and is divided into the following sections:

Background

- The purpose and objectives of this policy
- Who is this policy aimed at?
- Who owns (and is responsible for) this policy?
- Why we get involved with social media
- Our social media principles

Policy

Types of social media activity

- Corporate Accounts
- Professional/personal accounts
- Personal accounts not linked to Council business

Technical considerations

- IT Policy
- Linked documents and policies

Joint social media commitment

Appendices

[Appendix 1](#) – Definitions of Terms

[Appendix 2](#) – Platform specific check points for corporate accounts

[Appendix 3](#) – Our social management structure

Revision of policy

Social media is a fast evolving environment and, as such, this policy is a live document which may be updated at any time.

This document will be openly available on the Councils' website and intranet and, when updated, a message will be posted to the Councils' intranet notice boards (and any other appropriate communication channels) to help colleagues keep up to date with the latest version of the document. It will be supported by a collection of best practice guidelines and training opportunities, promoted through the intranet, to help colleagues make more effective use of social technologies in their work with customers.

This version is dated **November 2014**.

For any further information, or to raise any comments/questions, please contact Neil Hopkins, Head of Communications – Neil.Hopkins@adur-worthing.gov.uk / 01903 221242.

Cover image used under Creative Commons licence from [Martin Gysler, Flickr](#).

Background

The purpose and objectives of this policy

The objective of this policy is to support Adur and Worthing Councils' staff in the use of social media, providing a clear framework for interacting with customers online while supporting our strategic social media purpose. The outcomes from this objective will include:

- Confident, competent, social media users throughout the organisations, able to inspire conversation and connection with the Councils' customers for mutual benefit
- A wide and inclusive network of social media users who can share good practice, support each other and improve our relationship with our customers
- Development of, and appropriate contribution to, vibrant online communities of interest in which the Councils and/or colleagues can have a legitimate voice
- An annual training and networking plan to help users gain the most out of social media
- An understanding of the boundaries between personal and professional social media use
- Clear links to sources of support, coaching and training to maintain confidence and keep developing skills

This policy is also designed to maximise the benefits of social media use to the Councils and to mitigate some of the risks inherent with social media. The outcomes from this objective will include:

- To protect and enhance the reputation of Adur and Worthing Councils
- To protect the Councils' ICT systems from misuse and/or damage
- To support the Councils' overarching strategic objectives as embodied in 'Catching The Wave'

Additionally, our use of social media should also support our Councils' key priorities as laid out in 'Catching The Wave' through fostering connections, sharing information and encouraging dialogue. These priority areas are:

- Supporting our wealth generators
- Cultivating enterprising communities
- Becoming an adaptive council.

Who is this policy aimed at?

This policy affects all Adur and Worthing employees on social media, regardless of age, rank, length of service or any other measure. We are all responsible for how the Councils are perceived in any media type or on any platform.

Who owns (and is responsible for) this policy?

We all are responsible for our conduct online, in both our professional and personal capacities – on social media we have the shared opportunity to influence how we and the Councils are portrayed.

Ultimately, the Head Of Communications is responsible for the ownership and implementation of this policy.

Why we get involved with social media

Over the last 6 years our Social Media (SM) presence has grown and it is now an integral part of our communications tool kit.

At Adur and Worthing Councils, we use social media to form meaningful relationships with communities of interest, showing the Councils as an approachable figure of authority and Officers as subject matter experts working for the good of the whole community.

Therefore, our strategic social media purpose is three-fold:

- To involve and engage the public with the work of the Councils and the local democratic process
- To enable and facilitate the meeting of communities of interest to act for the benefit of the whole Adur and Worthing area
- To protect and enhance the reputation of the Councils through customer focused communications.

Our social media principles

What we believe in

To get the most out of social media, the following principles must be maintained at all times:

Meaningful – social media interactions should be meaningful, building on our purpose for using social media and the Councils' overarching priorities. We should avoid idle chatter where possible!

Respectful – our interactions must be respectful, even if other people are not being so. We must ensure that whatever we share online is not harmful, offensive, derogatory or discriminatory to any other person or organisation, and that we uphold the high standards that our Code of Conduct has set for us

Confidential – confidential or privileged information must never be disclosed

Transparent – our social media interactions must be clear and transparent, especially when discussing links with other organisations or community bodies

Ethical – everything that we do must conform to the highest ethical standards.

These principles are in line with our Code of Conduct, which governs all of our actions in our dealings with our customers and our colleagues.

Social Customer Service

Social media has significant potential as a customer service channel although, at the time of writing, the Councils have not maximised the opportunities for customers to engage fully with complaints, or compliments, on social media platforms.

During 2015/16, the Councils will be exploring the best ways to offer customer services through social media, augmenting and enhancing the services already offered through the Contact Centre and face-to-face meeting points.

As the social customer service offer is developed, this policy document will be refreshed and updated to reflect the development in the delivery of new forms of customer engagement and service.

That being said, customer service is everyone's responsibility and, through evolving our policy offer, we can improve the service that we all can give to our customers.

Types of Social Media Activity

There are three types of social media activity covered under this policy:

- Corporate Accounts
- Professional accounts
- Personal accounts not linked to Council business

The following pages explain how these account types are to be used for engaging with our communities, in line with our social media principles and overall purpose.

Corporate Accounts are those social media accounts which represent particular strands of Council business.

Examples of these include the Councils' [official Twitter feed](#) or the [AWCS Facebook page](#).

Corporate accounts are allocated to individual teams or projects and are primarily managed through the corporate social media dashboard, CrowdControl. A limited number of individuals have access to each corporate account through CrowdControl to ensure clarity of use and communication.

They are not linked to any single individual, may be updated by multiple colleagues and are used for warning, informing and, increasingly, customer services. Posts are written in the third person ("We are delighted..." "Congratulations to our..." etc).

It is our policy that all corporate accounts must be clearly identified as belonging to Adur and Worthing Councils, and any new accounts may only be opened in conjunction with the Head of Communications and Communications Team input to ensure that there is no duplication of effort and that the appropriate training/support may be given.

Easy methods of identifying account ownership will come in the account name, header graphics and user pictures used – the Communications Team can help with this and any other branding issues.

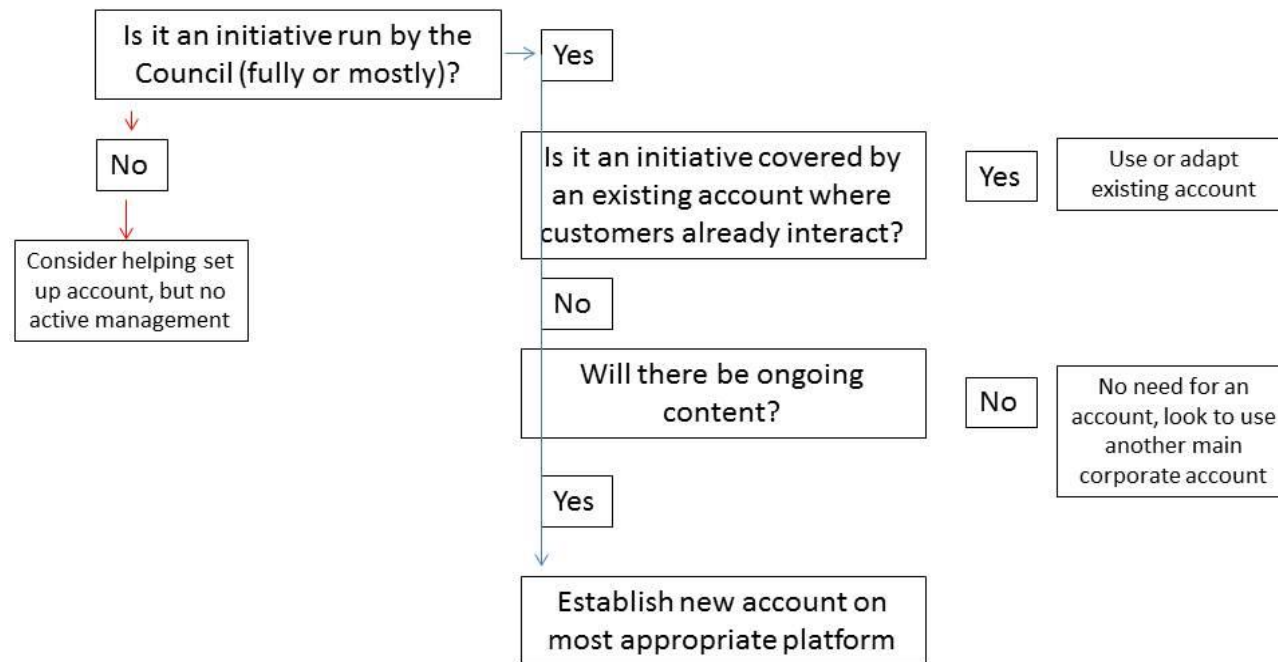
This flow chart on the following page illustrates how the decision to open a new corporate account is made and is applicable for any service wishing to get involved with social media – whether commercial in focus or not. Although not all services will be 'selling' something (in the way that Theatres or Leisure do, for example), we are all competing for the finite attention of the public – known

as 'share of mind'. This is why we need to be clear that our content doesn't duplicate other accounts, that it will remain fresh and that it will be clearly branded as belonging to the Councils.

It is our policy that our social media dashboard – Crowd Control HQ – will be used for the overwhelming majority of direct interactions with the social media community. Crowd Control HQ allows easy scheduling of information, a simple way of tracking incoming messages and a powerful reporting tool to help you make the most of your social media work. It also allows departmental managers to easily monitor all of the conversations going on in their area (please see the structure chart at Appendix 3) and respond appropriately if needs be.

To access Crowd Control HQ you need to be set up as a user. We only have a limited number of accounts so you will need to speak to the Head of Communications outlining your needs if you think you require access.

Corporate: What gets an account?



Types of Social Media Activity

Professional accounts

These are social media accounts held by individual members of staff across the Councils to discuss their professional work and be professional ambassadors for the Councils. They are used to build communities of subject matter experts to share information and network virtually, allowing the holders to be easily identified as ambassadors for the Councils and the communities that we represent.

All professional accounts must – regardless of platform – be easily identified as belonging to a member of Adur and Worthing Councils' staff:

- Usernames, where possible, should include the letters AWC
 - e.g. John Mitchell, Director for Communities, on Twitter is @jtmitchellAWC
- Profile pictures, where applicable, should include the 'swish' element of the Councils' logo
- Profile headers, where applicable, should reflect either job role or general Adur and Worthing imagery.
- Profile descriptions should include a person's job title, reference to the Councils and a disclaimer:
 - e.g [Job Title] at Adur & Worthing Councils, working for cleaner communities. All views my own!

The Communications Team can help colleagues set up their accounts in line with standardised templates.

All professional account passwords and details must be registered with the Communications Team and connected to the social media dashboard. This is to provide a level of security should the account be hacked by a third party and the account holder is not available to take immediate remedial action.

A list of professional account holders will be held centrally and made openly available on the Councils' intranet, along with details of training and networking opportunities designed to share knowledge and skills around social media use.

The Communications Team will be able to provide help and support to colleagues looking to set up professional accounts. Conduct on any form of social media should conform not only to our social media principles, but also to the Councils' Code of Conduct.

Personal accounts not linked to Council business

Even if you're not taking part in social media as part of your 'day job', you are still an important ambassador for the Councils on social media. Those people who know you work for the organisations may look to you for informed comment or advice, and even those who don't may link your words with Council policy. Your personal network of friends and contacts may be interested in knowing more about what you do for a living and, in an emergency, may listen to the advice you share more closely than from any other official channel.

Comments made on social media are essentially made in public and so you should consider your words before posting anything relating to the Councils' business – for example opinions on policies or procedures or an open critique of Council decisions. If you don't agree with something that the Council is doing, please speak to an appropriate manager or Director before posting on social media.

An example of an inappropriate personal social media comment would be on the following lines:

"I work for Adur and Worthing Councils – and all I see, every day, is a line of benefits scroungers hanging around the door trying to get whatever they can out of the system."

Our Code of Conduct, social media principles and most people's common sense would stop them from sharing something like the above. However, if a person chose to share this on a personal profile, then it would be a clear violation of the Councils' Code of Conduct and our own social media principles and appropriate action would be taken.

If you are unclear about how your personal online activity might become linked with the Councils' work, or have any concerns, please contact the Head of Communications to discuss. Training and bespoke advice can be provided on a 1-2-1 basis to address any concerns.

Technical Considerations and other documents

IT Policy

The Councils' IT Policy is designed to protect our equipment and systems from any damage caused by the downloading or use of malicious software, whether intentional or otherwise, and should be read in conjunction with this document.

Linked Documents

There are a number of policies which should be considered in conjunction with this social media policy. These are:

The Councils' Code of Conduct
The Councils' IT Policy
The Communications Strategy

These can all be found on the Councils' Intranet, or hard copies can be provided on request. If you're unsure about where to find these, please contact the Head of Communications for advice.



Joint Social Commitment

This policy is designed to support and protect everyone who uses social media either corporately or for their own professional benefit. It is also designed to protect and enhance the Councils' online reputation, with the aim of improving customer service and engagement with our communities.

By signing below, you acknowledge that you have read this policy and commit to abide by its core principles and directions.

In return, the Councils commit to provide the support needed to allow you to make the most of our collective social media presence.

This includes

- Providing the right technology (where operationally possible) to support the use of social media as part of the Councils' work
- Providing networking opportunities to share best practice
- Arranging annual training seminars to keep abreast of the changing social media environment
- Providing 24/7 dedicated support for any instances of social media overload or emergency situation.

An electronic copy of this document will be kept on file.

Signed:

Name:

Job Title:

Date

Signed on behalf of the Councils:

Name: Neil Hopkins

Job Title: Head of Communications

Date:

Appendices

Appendix 1 - Definitions of Terms

Social Media: For the purpose of this document, social media is the collective term used for online platforms that encourage interactions among people in which they create, share, and exchange information and ideas in virtual communities and networks.

Platforms: Any website or technology which facilitates creation or sharing of content. Examples include: Twitter; Facebook; Youtube; Vine; Instagram; Pintrest; Google+; LinkedIn; Quora; Disqus; TripAdvisor; Blogs; Wikis. (This is not a definitive list as there is a constantly evolving number of social media platforms)

Content: Anything created by a user of a social media platform and uploaded to one or more platforms. This could include words, images, videos, files, audio clips or any other format.

Communities of interest: Groups of social media users who come together to discuss particular topics based on their individual interests. This might include place based discussions, hobbies, leisure pursuits or anything else that encourages discussion.

Social media dashboard: The Councils use a tool called Crowd Control HQ to monitor and manage social media. Crowd Control HQ allows content to be scheduled across multiple platforms and into multiple communities. It also offers powerful search and moderation functions to ensure that the Councils are able to track and report on the success of social media use, and identify areas for improvement, as well as providing reputation management/protection.

Appendices

Appendix 2 - Platform specific check points for corporate accounts

Twitter

- All accounts must be clearly identified as belonging to the Councils with appropriate headers, logos and biographical statements

Facebook

- Corporate Facebook pages may only be administered by corporate account holders – personal profiles should never be used to administer official accounts as there is a danger that personal opinions (or private conversations) may be interpreted as official Council policy. The Head of Communications can assist colleagues in establishing professional Facebook accounts for the sole aim of administering corporate Facebook pages where there is an operational need to do so
- All posts made to corporate pages/groups, or replies to the posts of others, must be signed off using the real name of the person doing the administration.
 - e.g “Thanks for the comment – I'll make sure the team hear it! Regards, Admin Sarah”
- Our Facebook pages and groups are our spaces and, as such, we require a certain level of politeness and respect from all of those who interact on them. It is entirely correct to put a behaviour warning in the description for any page/group and to enforce it if required.
 - e.g “We will not condone use of foul or inappropriate language and any comment containing any will be removed / deleted. If you have something to say please express yourself with language that everyone would find appropriate. “

Google+ and Youtube

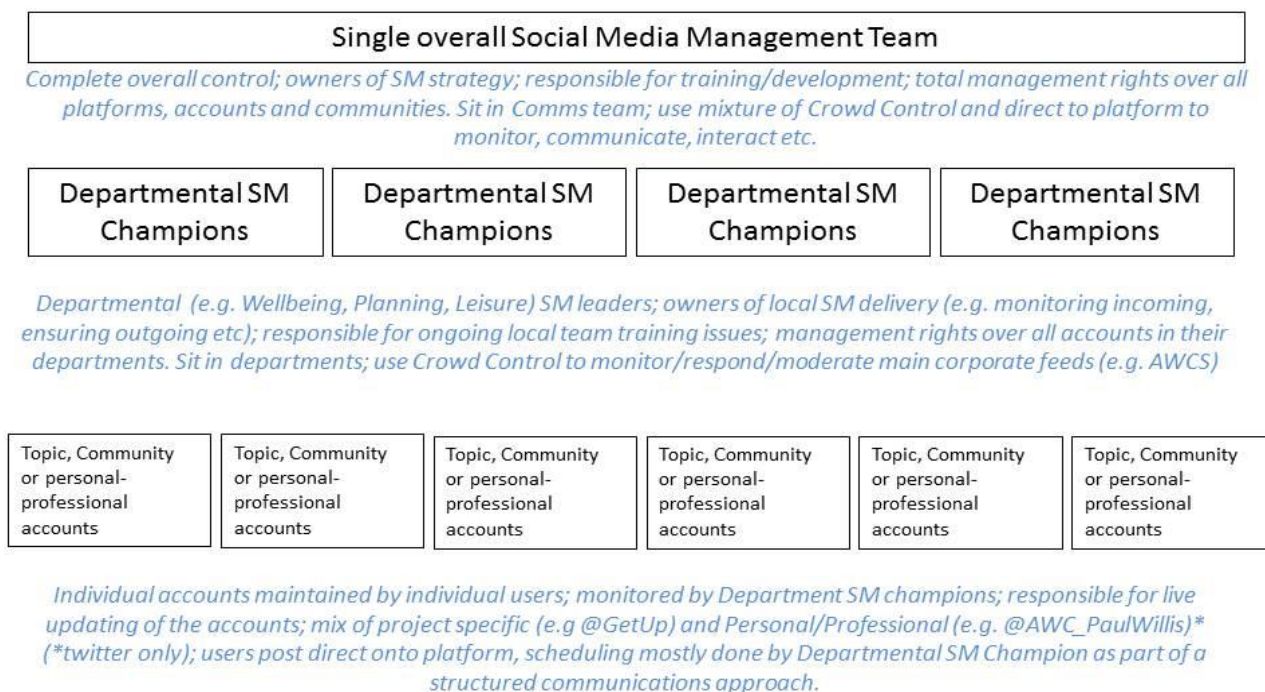
- As with Facebook, our Google+ pages/communities and our Youtube channels are our spaces – we should set boundaries for interactions and be prepared to enforce them appropriately.

Appendices

Appendix 3 - Our social management structure

The Councils' social media management structure is designed to provide a balance of flexibility and central support.

Account Management Structure



The overall Social Media Management Team will be located centrally in the Communications Team as it has been in the past. They will still provide a certain level support, however there will now key Departmental Champions who monitor for the team and also post for staff who do not have access to CCHQ.

Staff will be identified to have a personal professional presence and they will be responsible for updating their own account. This account will still be monitored via the corporate team and relevant Departmental Champion. All professional/personal accounts users must identify themselves as Adur and Worthing Councils officer with an appropriate head and shoulders shot which will include the AWC swish across the bottom of the image. Please contact the Head of Communications for more details.

Visual Identity Guidelines

Ensuring visual consistency across Adur & Worthing Councils

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Which logo do I use?.....4

Our joint logo

Colours5

Backgrounds6

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Using the swish9

Partnerships10

Brand colour palette.....11

Brand fonts12

Design examples.....13-14

For more information or advice

If you need any information or advice on which logo to use, or how to use it to best maintain the corporate identity, please contact:

Wendy Knight
Communications Officer
01903 22(1017)
wendy.knight@adur-worthing.gov.uk

Steve Collins
Web Developer
01903 22(1321)
steve.collins@adur-worthing.gov.uk

These guidelines set out the basic elements of Adur & Worthing Councils' visual identity.

There are refreshingly few rules, encouraging greater freedom and flexibility. Please take the time to read and understand how to apply the elements to ensure our brand is fresh and inline with the guidelines.

These guidelines aren't intended to cover all possible eventualities, so if in doubt about how to apply them please contact a member of the communication team.

The guide is a living document which will be regularly refreshed and updated.

Note: As we have had the brand for some time we ask that services aim to roll-out any new use of the brand on a nil-cost basis, only applying it when materials or equipment need to be renewed (i.e. when replacing the old Adur and Worthing brands).

Neil Hopkins

Head of Communications for
Adur & Worthing Councils

neil.hopkins@adur-worthing.gov.uk

Which logo do I use?



Adur & Worthing Councils logo

This logo should be used for:

- Publications and documents relating to the residents of both Adur and Worthing
- Joint services referring to themselves (e.g. joint Environmental Health service, joint Planning service, joint HR service, etc)
- Events organised by services that are open to residents of both Councils (e.g. Community Wellbeing events)
- Uniforms for joint services



Adur District Council logo

This logo should be used for:

- Publications and documents relating only to the residents of the Adur District
- Services that serve only the Adur District (e.g. Adur Homes)
- Adur District Council bills / invoices
- 'Politically sensitive' documents (e.g. Adur District Council meetings calendar, Adur Councillors poster, etc)
- Legal documents relating to Adur District Council



Worthing Borough Council logo

This logo should be used for:

- Publications and documents relating only to the residents of the Worthing Borough
- Services that serve only the Worthing Borough (e.g. Worthing Leisure, Worthing Museum)
- Worthing Borough Council bills / invoices
- 'Politically sensitive' documents (e.g. Worthing Borough Council meetings calendar, Worthing Councillors poster, etc)
- Legal documents relating to Worthing Borough Council



Full colour



Mono



Reversed

Colours

These are the three colour variations that can be used depending on their use - full colour, mono and reversed.

The full colour version is the 'preferred' option and should to be used wherever possible.

The mono and reversed versions are only for single colour publications. Please ensure you use these when printing in black and white to ensure the colour logo isn't printed greyscale.

Our joint logo

Backgrounds

Our visual identity guidelines

6



The logo is primarily used in its light blue and grey format, but can also be used in a reversed version on a dark background.

Always allow for adequate contrast between the logo and the background.

Detailed and busy backgrounds should be avoided as the logo will get lost against them.

Our joint logo

Sizing and Protected area

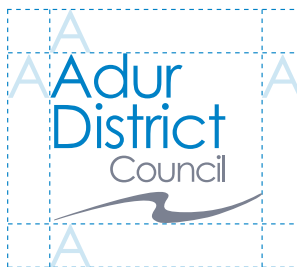
Our visual identity guidelines

7

Minimum size



Protected area



Size

The size of the logo will be determined by the finished size of the printed material.

As a guide you should not display the logo any smaller than 30mm wide, and the maximum size should not exceed 1/3 page width, i.e. 70mm on a portrait A4 sheet or 99mm on a landscape A4 sheet.

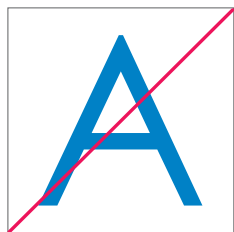
Protected area

The term 'protected area' describes the minimum 'free' space around the logo. No other typographic or graphic element may be used in this area. This space guarantees that the logo will be shown to its best advantage.

The protected area is defined by the dimension of the letter 'A' or 'g' (depending on the logo used) and is applied in all directions.

Our joint logo

Logo don'ts



No single lettering



No cropping



No colour variations



No switching colours



No outlines



No change of proportion/
distortion



No dropshadow or other effects



No changing the angle



No additional text



No moving the swish



No flipping the swish



No removing the swish

The logo may not be changed in terms of shape or colour. It may not be combined with other graphic elements, nor may it be incorporated in graphic design.

Additional text, such as taglines or divisional names, may not be placed next to the logo.

Never alter, re-draw or re-create the logo in any way.

In addition, the old ADC and WBC logos and branding are not to be used anymore.



The AWCS logo is not for general council use, it is only for Recycling and Waste use only.



Using the swish



100% blue background
80% blue swish



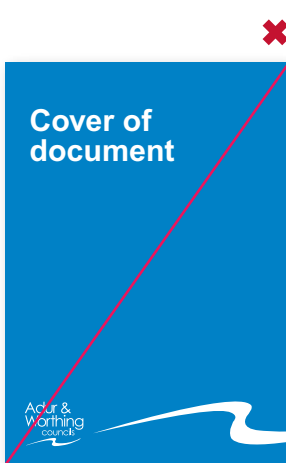
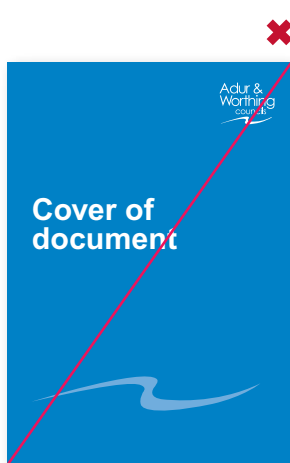
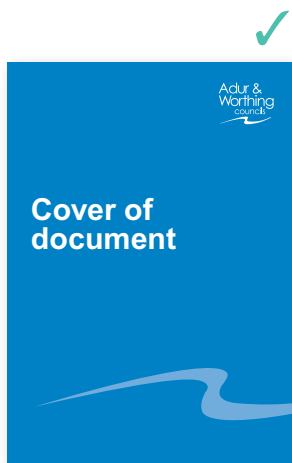
100% grey background
80% grey swish



100% white background
10% black swish

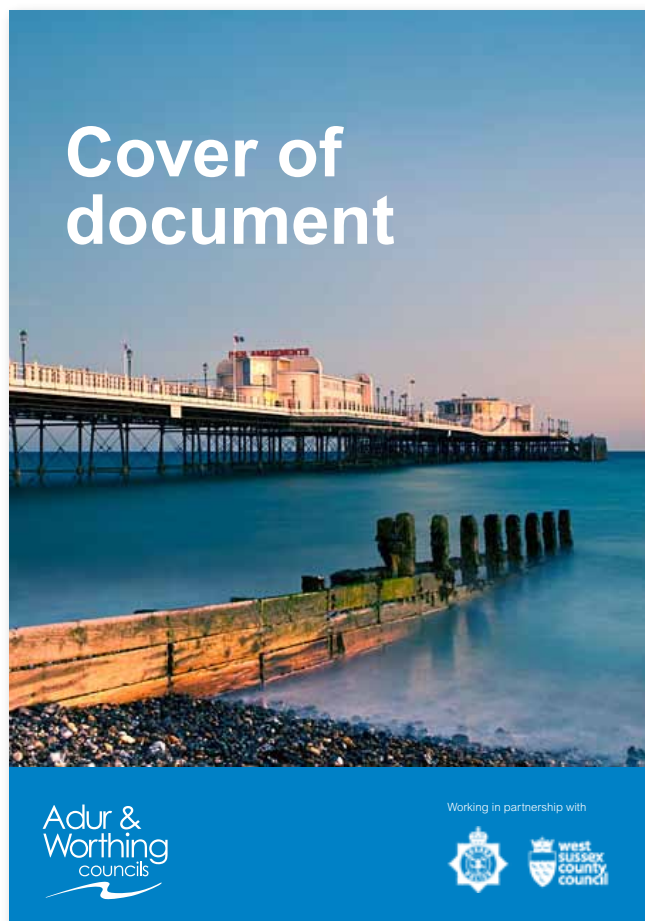
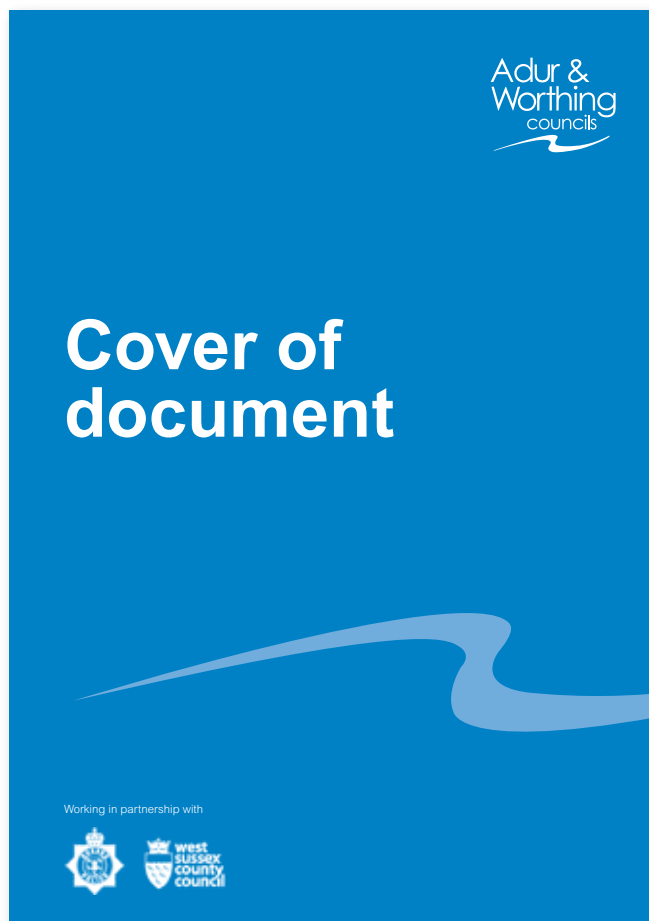
The swish can be used as a background element to enhance empty space.

The swish should be used at an **80% tint of the background** colour that it is on, or **10% black** if the background is white.



It should bleed off the right edge or both edges, but **not** the left edge only and should work alongside accompanying logos, images and text.

You **must not** use the logo and the swish element directly next to each other.



We work in partnership with many different organisations and we may need to produce joint publications. All partner organisations involved may have their own set of brand guidelines so each case is different, however this is our preferred set up if we are the lead partner - please consult the Communications Team if you are unsure.

You must place the strapline 'Working in partnership with' above the partner logos.

The Adur & Worthing logo should always appear alone and ideally at the top of any marketing material, with all partner logos at the bottom.

If it is not possible to have the Adur & Worthing logo at the top, then you can place it on the same line as the partner logos, as long as it stays on the left hand side.

Brand colour palette

Primary colour palette



Adur & Worthing Blue
R0, G165, B250
C100, M34, Y0, K2
#066AB1
Pantone 3005



Adur & Worthing Grey
R103, G125, B133
C33, M18, Y13, K40
#828591
Pantone 430



Process Black
R0, G0, B0
C0, M0, Y0, K100
#000000



White
R255, G255, B255
C0, M0, Y0, K0
#FFFFFF

Colour palettes are another essential part of keeping the branding consistent.

Primary colours

The primary and dominant colour of the Adur & Worthing joint logo is the azure shade of blue.

Blue is traditionally seen as trustworthy, dependable and committed. This shade of blue carries the symbolism of importance, confidence, power and authority.

Grey has a steadying effect on other colours it comes into contact with, toning down the stronger and brighter colours and illuminating the softer colours.

Secondary colour palette



Red
R196, G18, B48
C0, M100, Y79, K20
#C41230
Pantone 187



Orange
R241, G95, B36
C0, M78, Y98, K0
#F15F24
Pantone Warm Red



Green
R122, G193, B67
C57, M0, Y100, K0
#7AC143
Pantone 368



Yellow
R253, G185, B19
C0, M30, Y100, K0
#FDB913
Pantone 130



Aqua
R77, G192, B174
C65, M0, Y40, K0
#4DC0AE
Pantone 3258



Cyan
R98, G202, B227
C55, M0, Y9, K0
#62CAE3
Pantone 637



Magenta
R236, G0, B140
C0, M100, Y0, K0
#FF00FF
Pantone Process Magenta



Purple
R163, G35, B142
C40, M100, Y0, K0
#A3238E
Pantone 248

Secondary colours

You can also use tints of the secondary colour palettes to bring a more modern and fresh tone to your materials.

Arial regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£&?!%

Arial italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£&?!%

Arial bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£&?!%

Arial bold italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890£&?!%

It is important for clarity and to complement the brand that a consistent font is used throughout all of our printed and online materials.

The main typeface for all documents is **Arial**.

Arial is chosen as the Adur & Worthing corporate font as it's easy to read at large and small sizes and in a variety of applications. It is also widely available on most computers.

The size and spacing of the typeface depends on the publication and its target audience however you should use a **minimum point size of 12pt for standard publications** and 16pt for publications targeted specifically at people with sight difficulties.

Corporate logo font

The corporate logo font is Century Gothic however this is not to be used anywhere else on printed or online material.

Design examples



Report cover



Letterhead



Newsletter

Design examples



Mono advert



Facebook cover graphic



Magazine advert



Pull up banner

Ward: All Coastal Wards

National Network of Strategic Regional Coastal Monitoring Programmes (2017 to 2022)

Report by the Director Digital and Resources

1.0 Summary

- 1.1 This report brings Members up to date with the actions of the officers to secure continuance of the Southeast Strategic Regional Coastal Monitoring Programme (SSCRMP) through the National Network of Regional Monitoring Programmes (National Programme). This is a high profile National initiative promoted by the Officers of the joint Councils, Coastal Groups, Environment agency (EA) and led by New Forest District Council (NFDC). The programme has been successfully executed by the Coastal Monitoring Survey Team within the former Technical Services Team of the Joint Councils since 2002 and full costs will continue to be met via a Service Level Agreement with NFDC.

2.0 Background

- 2.1 Coastal risk management has developed over the last 25 years or so and is now conducted over long lengths of coastline, influenced by coastal processes rather than by Government or Council administrative boundaries. This has necessitated more partnership working by adjoining local authorities.
- 2.2 Coastal risk management requires high quality long term data sets to inform effective decision making and resolution of issues, disputes and concerns in complex dynamic coastal environment.
- 2.3 The current approach to coastal monitoring throughout England is now well organised and structured nationally, both within individual Coastal Groups and on a regional basis. The current series of regional monitoring programmes, managed through a series of lead authorities on behalf of the Coastal Groups, provides a regionally co-ordinated and integrated approach to coastal monitoring, to maximise use of data and to provide best value.
- 2.4 The existing SSCRMP which has been running since 2002 is due to end on 31st March 2017. The remainder of the National Programme is staggered 1 year earlier than ourselves and ends its first phase on 31st March 2016. As the whole National Programme is tendered as one to keep costs down we need to start to prepare the next phase now in order to meet European Union (EU) procurement and EA grant aid requirements and maintain continuance without a break in the data collection.

- 2.5 The National Monitoring Programme is recognised as an exemplar of good value, best practice and partnership working by Government, Coastal Groups, Maritime Coastal Authorities, Natural England, Consultants and the EA.
- 2.6 The National Programme aims are to:
- Drive efficiency in flood and coastal erosion risk management through a robust evidence based approach to decision making.
 - Develop a National network of regional coastal monitoring programmes
 - Develop nationally consistent guidance on the specification, management and delivery of coastal data and the development of monitoring programmes.
 - Develop an integrated national network of regional coastal monitoring programmes that
 - Use a consistent, repeatable, risk based and cost effective methods of monitoring the coastal environment.
 - optimise available funding to deliver both strategic and operational requirements
 - provide a sound evidence base for shoreline management plans, strategies and schemes to optimise beach management investment decisions
 - provide integration of regional data sets to inform national initiatives
 - Develop collaboration between operating authorities and a sustainable skills base at local, regional and national scales.
 - Establish a clear economic assessment of the benefits of monitoring and performance review criteria for future assessment of benefits
 - Produce nationally consistent performance review criteria for assessment of monitoring programme benefits
- 2.7 The programme has a complex structure and will continue to integrate the existing regional monitoring programmes for:
- The Southeast
 - The Southwest
 - The North East
 - The North West
 - Anglian
 - East Riding of Yorkshire
- 2.8 All partner monitoring programmes are currently seeking the necessary commitment to the national programme
- 2.9 Programme management will require the specialist services of the Channel Coastal Observatory, together with additional resources to manage the national programme.
- 2.10 All costs associated with programme delivery will be provided through dedicated programme budgets and 100% grant aid.

- 2.11 The Joint Councils will incur costs of in the region of £1.25m over the 5-year period of the scheme and this will be 100% reimbursed by New Forest District Council.
- 2.12 Further information can be found on: <http://www.channelcoast.org/>

3.0 Proposals

- 3.1 The new National Programme led by 6 regional leads has worked extremely well through the first phase so it is proposed that the second phase due to start in April 2016 is recommended to continue in the same manner. This report seeks approval for your Officers to take the necessary steps to do this to support the grant aid applications and EU Procurement procedures as they are planned to start as early as January 2015. The proposal in this region is to continue retain the skills and staff in the Joint Councils, Canterbury City Council, Environment Agency and New Forest District Council between Portland Bill and the Thames Barrier. NFDC will continue to act at the regional lead and both A and W and CCC will be contracted under continued under Services Level Agreements as they are now. This will retain the level of skills within the in-house teams already in post within the 3 Councils.

4.0 Roles

- 4.1 The regional centre of excellence (Channel Coastal Observatory) situated at the National Oceanographic Centre, Southampton will continue to operate in its present form.
- 4.2 NFDC will continue to act as the lead authority for the southeast region, with continued input from the partner authorities. With regard to the funding NFDC will receive funding for the whole of the southeast programme and make allocations to the Councils under the terms of the SLA. In essence NFDC will act as a “clearing house” to distribute funding to the other partner authorities through the service level agreements.
- 4.3 Progressive local authorities, such as NFDC, AWC and CCC are expected to make a wider contribution to the local authority community and to take a lead role in national initiatives where appropriate skills are available. Such contributions to the community are reflected in periodic national assessments of local authorities and these have previously highlighted these three Councils with strengths in this coastal management arena.

5.0 Applications and Approvals

- 5.1 A Strategy Appraisal Report is being prepared and will be submitted to the Large Project Appraisal Group in January 2015. Part of this application will be the important element of agreed Council sign up so that those assessing the submission can see demonstrable proof that Councils continue to support the application and programme and both regional and National levels.

6.0 Legal

- 6.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 6.2 A procurement process conducted on behalf of Adur District and Worthing Borough Councils by a Lead Authority is to be conducted having regard to the Public Contract Regulations 2006, or other relevant UK legislation incorporating the 2014 Procurement Directives.
- 6.3 S1 Local Government (Contracts) Act 1997 allows the Council to enter into a contract in relation to any of its functions.

7.0 Financial Implications

- 7.1 The existing team of 3 Full Time Equivalent (FTE) Officers will continue in its current form. Equipment and operational costs will continue to be 100% funded through the national programme, in accordance with the EA's grant memoranda and the SLA with NFDC.
- 7.2 The only potential future unfunded financial risk would be any redundancy payments to the existing team should funding in the years beyond phase 4 to 2022 not be granted for future phases and the staff are not able to be transferred into any successor organisation. If this should happen, the Council will seek funding from the EA for such costs.
- 7.3 Adur District Council's and Worthing Borough Council's share of the costs and 100% funding from the Environment Agency is estimated to be:

	Adur District Council	Worthing Borough Council
2017/18	12,500	17,500
2018/19	12,500	17,500
2019/20	12,500	17,500
2020/21	12,500	17,500
2021/22	12,500	17,500
TOTALS:	62,500	87,500

And Adur District Council's and Worthing Borough Council's Capital Investment Programmes need to be amended to include the above budgets.

8.0 Conclusion

- 8.1 This programme represents the continuation of over 15 years monitoring and represents a coordinated approach to the technical and economical delivery of a national network of strategic coastal monitoring for England. The programme continues to build on the model developed here in the southeast by NFDC, AWC, CCC and the EA over the last 10 years and is considered an exemplar programme of best value, coordination and partnership.

- 8.2 The outputs of the programme which are free and freely available will continue to assist us make appropriate long term decisions on future coast defence with the confidence of a thorough understanding of the mechanisms and risks of our ever changing coastline. There are many examples of this but the most notable this year have been the evidence base used to allow beach recycling at Lancing from Shoreham resulting in many homes being protected and the emergency works at both Kingston and Southwick Beaches where the surveys enabled good evidence sets to be used to determine the extent of damage and thus unlock grant aid assistance in the order of £3m.

9.0 Recommendation

- 9.1 The Joint Strategic Committee is recommended to:

- confirm and continue its support for the National Programme;
- delegate authority to the Acting Head of Technical Services or his successor in consultation with the most appropriate Executive Members to deliver the programme in the most advantageous manner within the limits of the SLA and funding stream; and
- recommend to Adur District Council and Worthing Borough Council to amend their Capital Investment Programmes to include the expenditure and funding as detailed in paragraph 7.3.

Background Papers:

JOSC 16/03/10 and JSC 23/03/10 National Network of Strategic Regional Coastal Monitoring Programmes (2012 to 2017)
National Network of Strategic Regional Coastal monitoring Programmes (2011 – 2016)
River Arun to Adur Flood and Coastal Erosion Risk Management Strategy (2010)
Strategic Regional Coastal Monitoring Programme Phase 2 1st February 2006
Shoreline Management Plan (2006)
Policy Statement on Flood and Coastal Defence (2003)
Rivers Arun to Adur Coast Defence Strategy
Strategic Monitoring in the Coastal Zone – Towards a Regional Approach (1998)
Shoreline Management Plan (1997)

Glossary:

NFDC – New Forest District Council
AWC – Adur and Worthing Council the Joint Councils
CCC – Canterbury City Council
EA – Environment Agency
SSCRMP - Southeast Strategic Regional Coastal Monitoring Programme

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Schedule of Other Matters

1.0 Council Priority

- 1.1 This programme is not listed as a Council priority but is considered a fundamental part of our long term understanding of the coastline which both Adur and Worthing share.

2.0 Specific Action Plans

- 2.1 There are no specific Council action plans to which this relates but there is a detailed list of actions for each region, lead and contracted partner (AWC) to deliver.

3.0 Sustainability Issues

- 3.1 Improved decision making for environmental, financial and hence sustainable coastal management decisions.
- 3.2 The carbon footprint for the programme has been calculated, using the EA's Carbon calculator, to be approximately 6,500 tonnes of fossil carbon dioxide per year. It is noted however that the carbon calculator does not cover the types of activities required thoroughly so is essentially an approximation.

4.0 Equality Issues

- 4.1 None arising directly from this report.

5.0 Community Safety Issues (Section 17)

- 5.1 None arising directly from this report.

6.0 Human Rights Issues

- 6.1 None arising directly from this report.

7.0 Reputation

- 7.1 This programme is considered to be a National exemplar of cooperation and partnership working. As a lead in the development of the programme the Councils reputation will be further enhanced.

8.0 Consultations

- 8.1 Extensive consultation with the EA, Local Authority Officers and lead stakeholders around the coast of England are being undertaken throughout the development of the Programme. Further details of this will be contained within the Strategy Appraisal Report submitted to the EA for technical consent to continue the programme.

9.0 Risk Assessment

- 9.1 A full risk register has been maintained throughout the development of the programme. All risks where possible have had mitigating measures assigned.

10.0 Health & Safety Issues

- 10.1 Experience developed during the regional monitoring programmes has enabled a comprehensive log of health and safety issues specific to monitoring activities to be developed; these logs can be shared between regions to identify, minimise and mitigate health and safety risks.

11.0 Procurement Strategy

- 11.1 Due to the value of the proposed contract full accordance with European Union procurement requirements is applicable. A single nationally coordinated work package was developed and managed by the Southeast programme team on behalf of the other regions. Work packages have now been allocated and each region is in the process of procuring the appropriate services.
- 11.2 In-house resources will be used for the delivery of some elements of the survey programmes and for the data analysis where suitable skills are available.

12.0 Partnership Working

- 12.1 This programme is considered an exemplar of partnership working at Local, Regional and National levels.

Ward: All

WSSC Tender for the Provision of Telecare Services across West Sussex: A Service and Business Development Opportunity

Report by the Director for Communities

1.0 Summary

- 1.1 This report sets out details of a Tender exercise being carried out by West Sussex County Council (WSSC) for the provision of Telecare Services within West Sussex. Adur District Council (ADC) is part of a group called Telecare West Sussex (TWS) which includes Worthing Borough Council, Worthing Homes, Horsham District Council, Chichester District Council (CDC), Arun District Council and Crawley Borough Council. On behalf of this group, CDC is submitting a bid for the provision of the services to WSSC.
- 1.2 If CDC is the successful bidder, it will be awarded the contract by WSSC. It is then proposed that CDC will grant sub-contracts to members of the TWS, which shall include ADC and will enable ADC to provide the Telecare services in its area. It is unlikely at the time of this report, that Worthing Borough Council shall be required to enter into a sub-contract as it is envisaged that Worthing Homes shall cover its local area not covered by ADC.
- 1.3 The purpose of this report is to explain to the Committee how the scheme will work and to ask for the Members' approval to enter into a sub-contract with CDC should CDC be the successful bidder. All other authorities within the TWS have confirmed their commitment to the scheme.

2.0 Background

- 2.1 Telecare is the term used to describe the installation of equipment which can support an individual in their own home and is tailored to meet their needs. It can be as simple as a community alarm which can enable a response in an emergency, but can also include detectors or monitors (for example motion or fall detectors linked to community alarm systems) that trigger a warning at a control centre that can be responded to within defined time scales.
- 2.2 Telecare offers the potential of enabling people to live independently, in control and with dignity, for longer. In July 2005 the Department of Health issued guidance entitled 'Building Telecare in England' to Local Authorities, to provide direction in developing Telecare services. It also set out the purpose of the Preventative Technology Grant which is paid by central government to County Councils to use to increase the numbers of mainly older people who are supported to remain independent by the application of Telecare.

- 2.3 On 1st October 2014 WSCC announced the intention to invite tenders for the provision of Telecare Services across the whole of West Sussex. The contract requires the provider, on referral from authorised professionals (Hospital, GP, Community Health, Social Care and Fire service staff) to:
- Supply, install and maintain Telecare equipment assessed as required
 - Monitor the alarm and provide mobile response
 - Supply and install standalone equipment for carers
 - Supply and install some standalone items (unmonitored) eg smoke detector and keysafe are specified, to be purchased by WSCC for the customer to own outright.
- 2.4 The contract involves clients from age 18 upwards, with no qualifying eligibility requirement except the criteria to assist early discharge from hospital or prevent hospital admission.
- 2.5 There is also an expectation that the service provider will, at nil cost to WSCC, provide an E-portal for managing referrals on line from all referral agencies including monitoring and performance data.
- 2.6 The briefing for the specification was held on 10th October, with bids submitted by 10th November 2014. Contract award will take place on 5th December with service 'go-live' on 1st February 2015.
- 2.7 This service has been provided for the last 5 years by Welbeing, an East Sussex based company, which won the contract in 2009.

3.0 Proposals

- 3.1 Chichester District Council (CDC) submitted its bid on 10th November on behalf of TWS. Mid-Sussex does not provide a Telecare Service, but there is a proposed arrangement in place for Horsham, Crawley, Adur and Worthing Homes to each cover their adjacent parts of the County to effectively cover Mid-Sussex.
- 3.2 Each partner is capable of delivering the service in accordance with the tender/service specifications and the requirements of the contract within their own area and it is proposed the group members of TWS shall act cooperatively to support each other in terms of work-force skills/capacity, sharing equipment and media/promotional material costs.
- 3.3 If CDC is successful in its bid, each authority/agency (apart from Arun which is already in a shared management agreement with CDC and Worthing for the reasons set out in 1.2), will enter into a sub-contract agreement with CDC, which carries the same terms and conditions of the principle contract between CDC and WSCC, thereby sharing the risks, liabilities and benefits. Chichester Careline will be the primary contact with WSCC for the management of the contract and will receive all referrals, forward them to the relevant partner to perform the service and provide required performance updates. The partners will exclusively use the Careline monitoring service.

- 3.4 ADC has submitted a non-legally binding Memorandum of Understanding to CDC for inclusion in its tender submission with a view to showing its commitment and support for the scheme to all parties. Subject to approval from Members, the memorandum agrees to enter into a form of sub-contract with CDC for the provision of the Telecare Services.

4.0 Legal

- 4.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 4.2 s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 4.3 S1 Local Government (Contracts) Act 1997 allows the Council to enter into a contract in relation to any of its functions
- 4.4 s93 of the Local Government Act allows a Local Authority to provide a function not limited to other public bodies and to charge for that function on a cost recovery basis only. It does not enable the authority to make a profit taking one year with another and the income from the activity should not exceed the costs of the activity. Any surplus funding made should be re-invested back into the provision of the service. In the event the supply of the service creates a surplus income greater than that envisaged by s93, other trading alternatives for the provision of the services must be considered.

5.0 Financial implications

- 5.1 The contract is offered for a period of 2 years with the ability to extend for a further 2 years on a 1+1 basis. Price submissions are on a unit cost basis. There is no guaranteed level of work and no information on geographic coverage of demand. Prices have been estimated on the level of demand for the current Welbeing contract (the existing contractor with WSCC), of between 2500 – 4000 referrals across the County.
- 5.2 The requirements are to provide Telecare packages free to the customer for a 13 week period, the costs of which will be funded by WSCC, not the individual alarm providers. The incentive to bid for and win the contract is that each provider will receive income during the initial 13 week period, but at the end of the period the customer has the option to hand the equipment back or to enter into a private contract with the service provider, thereby increasing the customer base and building Telecare sales.
- 5.3 The provider bears the capital cost of equipment purchase and WSCC pay monthly rental income or outright cost for standalone equipment. All equipment is reusable, so maximising return on capital cost. The peripherals, such as CO2 and flood detectors, represent a risk in that they are expensive to purchase and could be underused. Therefore an allowance in the costing has been made. All VAT implications have been allowed for in the costings.

- 5.4 It is estimated from the current contract that 60-70% of people undergoing the free 13 week trial subsequently become private customers. For the purpose of the tender submission a 60% retention rate has been used. The full cost of recovery of monitoring on an anticipated call/visit basis has been used to cost for additional staffing and telephony costs and, as on costs are already in the base budget, this should provide some buffer against fluctuations in demand or unforeseen costs. The take up of private customers is critical as it is this long term rental income which supports the monitoring costs.
- 5.5 The tender provides opportunities and risks. The process favours the current provider contractor who knows the present demands and costs. Should the TWS bid not succeed the range of services covered by the contract will close many referral avenues for Adur's Community Alarm and Telecare service (and the other Ds and Bs) and the future of the business may be precarious.
- 5.6 WSCC has identified in the tender documentation that the current service provider has stated that TUPE will apply. WSCC has accepted this and determined that any bid is on the basis that a TUPE liability exists. The service provider has provided a schedule identifying 9 potential TUPE employees. However 3 of those are on zero hour contracts, 2 are on temporary contracts, 2 identified as 50 and 60% respectively to the contract and 2 full time posts are installers. There is an agreement between the TWS partnership that TUPE will be a shared liability, and some may consider the need for additional staff. Total redundancy liability has been calculated from information given as £7,500 but it is indicated that there could be some prior pension rights, details have been requested but no costs have been received to date.
- 5.7 A further risk is that there is no guaranteed level of business within the contract in terms of referrals generated by WSCC and the level of referral may not meet aspirations. The efforts of WSCC and all partners will be harnessed to promote the benefits. Furthermore there is no guarantee of the number of referrals who will convert into full commercial clients. The lower range of conversion has been used in the costings.
- 5.8 We are also reliant for capacity and reach to cover West Sussex on the TWS partners. If one of the partners withdraws or does not perform to standard we or other partners could employ remote workers and cover costs from income. The sub contract includes a notice period.
- 5.9 However, taking 3000 referrals as the current level per year, the Year 2 outturn suggests a small surplus of approximately £27,000 assuming capital equipment purchase all pay back in 1 year. It is foreseen that any surplus will be invested back into the provision of the service. The potential for an on-going annual surplus of income from rental and monitoring charges for retained clients over additional costs is up to circa £98K in subsequent years. If the WSCC aspiration of 4000 installations is reached and the contract were to run for 4 years the potential on-going annual surplus of income from rental and monitoring charges for retained clients over additional costs is up to £200K.
- 5.10 The initial purchase of equipment for users in Adur District Council in year 1 will be funded from within the existing equipment budget of the Community Alarm Account (such units have a life of around 10 years and can be redeployed).

- 5.11 Of the estimated 3,000 referrals, Adur District council will expect to handle between 200 and 300 a year, with around 60% of users continuing with the service once the 3 month trial comes to an end. Participating in the Contract will allow Adur District Council to grow its client base.
- 5.12 Overall the project is expected to break even in the first year as the service grows and then to make a small profit thereafter. This costing assumes that one of the staff due to TUPE across will be redeployed to Adur District Council to support the new service.

	Year 1	Year 2
	£	£
Income		
West Sussex County Council	16,250	17,710
Income from new users	7,940	32,710
Total income	24,190	50,420
Less:		
Salary cost	-23,500	-23,500
Equipment	0	-20,000
Net income to the Council	690	6,920

6.0 Recommendations

Joint Strategic Committee is asked to:

- 6.1 Note the contents and proposals contained within this report and approve ADC entering into a sub-contract with Chichester District Council for the provision of Telecare Services in the terms set out in this report in the event that the CDC bid submitted to WSCC is successful.
- 6.2 To acknowledge and approve ADC taking part in the cross-boundary Telecare West Sussex Group work that is being undertaken to deliver the Telecare Services contract within West Sussex
- 6.3 That in the event it is desirable for Worthing Borough Council to enter into a form of sub-contract with CDC for the provision of the Telecare Services in the same terms and for the same purpose, such a sub-contract is approved.
- 6.4 Approve the creation of a budget to hold the costs and income associated with the Telecare subcontract

Local Government Act 1972

Background Papers:

Housing and Central Services Committee 13 September 2005

Housing and Central Services Committee 4 March 2008

Cabinet 24 September 2009

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Schedule of Other Matters

1.0 Council Priority

1.1 Supporting and improving the local economy

- 1) Promote and support projects and ideas that attract new and retain existing businesses, and generate investment in the area.

Protecting front line services

- 1) Provide and develop customer driven cost effective services

A mixed economy of partnership working

- 1) Work actively together in partnership to deliver cost effective services whilst retaining separate identities and seek to extend partnerships with others
 - Deliver interventions that improve the health of our communities

Ensuring value for money and low Council Tax

- 2) Generate financial capital, increase income and seek external funding sources

2.0 Specific Action Plans

- 2.1 To enable vulnerable residents to live independently in the community

- 2.2 The Care Act 2014 (effective April 2015) puts a statutory duty on County Councils and District and Boroughs to work together to actively support and improve adults' wellbeing.

3.0 Sustainability Issues

- 3.1 Telecare services will contribute towards a more sustainable community by providing long term support and security for older, vulnerable or disabled people in the county, significantly improving their quality of life and promoting independent living and choice. They will enable earlier discharge from hospital and result in a reduction in readmissions, thereby freeing up valuable bed spaces. They will also offer more support for carers.

4.0 Equality Issues

- 4.1 The proposal will provide equal access to all service users in West Sussex.

5.0 Community Safety Issues (Section 17)

- 5.1 Telecare extends from relating to the social and medical care of people to the more practical matters around housing and community safety. In addressing personal wellbeing, Telecare also contributes to social inclusion and ultimately, therefore, to the social and economic health of communities.

6.0 Human Rights Issues

- 6.1 The proposal will contribute to the individual's right to independence and freedom of choice.

7.0 Reputation

- 7.1 The proposal will enhance the reputation of the Council in terms of its customers, partners and other statutory agencies in West Sussex.

8.0 Consultations

- 8.1 The members of staff affected by these proposals have been consulted and have stated that they are willing to carry out the work as specified in the Telecare contract. Previous consultation with the trade union, Unison, indicated strong support for the approach set out in this report.

9.0 Risk Assessment

- 9.1 The public and employers' liability insurance required to meet the contract specification falls within the Council's current insurance cover. An additional product liability of £5,000,000 will be required. This will be negligible.
- 9.2 There is no statutory duty on the Council to produce these services. However, the consequences of not bidding for the contract and the risk to the Community Alarm and Telecare service's current and future business was outlined in the previous report to Cabinet.
- 9.3 By far the greatest share of any risk involved with this contract will be undertaken by Chichester DC as the lead authority. Chichester will sub-contract to Adur District Council for Telecare provision in the geographical areas outlined in the sub-contract. A statement of TWS's business continuity was submitted with the bid..

10.0 Health & Safety Issues

- 10.1 A comprehensive Health and Safety Annex had to be completed by each member of TWS as part of the tender process.

11.0 Procurement Strategy

- 11.1 This report complies with the Procurement Strategy. The contract and sub-contract have been scrutinised by Procurement.

12.0 Working together

- 12.1 The report proposes group working with Chichester DC, Arun DC, Horsham DC, Crawley BC and Worthing Homes, as well as forging strong links with WSCC, Social Care and Health.