



ADUR & WORTHING  
COUNCILS

15 November 2022

**Joint Overview & Scrutiny Committee**

<b>Date:</b>	<b>24 November 2022</b>
<b>Time:</b>	<b>6.30 pm</b>
<b>Venue:</b>	<b>Gordon Room, Worthing Town Hall</b>

**Committee Membership:**

**Adur District Council:** Councillors; Joss Loader (Adur Chair), Mandy Buxton (Adur Vice-Chair), Carol Albury, Tony Bellasis, Ann Bridges, Paul Mansfield, Sharon Sluman and Debs Stainforth

**Worthing Borough Council:** Councillors; Cathy Glynn-Davies, Ibsha Choudhury, Dan Hermitage (Worthing Vice-Chairman), Margaret Howard, Daniel Humphreys, Heather Mercer, Jon Roser (Worthing Chairman) and Elizabeth Sparkes

**Agenda**

**Part A**

**1. Declaration of Interests**

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. Substitute Members**

### **3. Confirmation of Minutes**

To approve the minutes of the Joint Overview and Scrutiny Committee meeting of the 13 October 2022, copies of which have been previously circulated.

### **4. Public Question Time**

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by 12.00pm Friday 18 November 2022.

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

Questions should be submitted to Democratic Services  
democratic.services@adur-worthing.gov.uk

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

### **5. Members' Question Time**

Pre-submitted Member questions are pursuant to Rule 12 of the Council & Committee Procedure Rules.

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

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

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

### **8. Interview with Adur Cabinet Member for Communities and Wellbeing** (Pages 5 - 8)

To consider a report by the Director for Digital, Sustainability and Resources, copy attached as item 8

### **9. Interview with Worthing Cabinet Member for Community Wellbeing** (Pages 9 - 12)

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

### **10. What the Councils are doing to help with the cost of living crisis** (Pages 13 - 64)

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

### **11. Crime and Disorder Scrutiny - Interview with the Chairman of the Adur and Worthing Safer Communities Partnership** (Pages 65 - 68)

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

**12. 2023/24 Budget update** (Pages 69 - 108)

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

**13. Interview with Adur Cabinet Member for Finance and Resources** (Pages 109 - 112)

To consider a report by the Director for Digital, Sustainability and Resources, copy attached as item 13

**14. Interview with Worthing Cabinet Member for Resources** (Pages 113 - 116)

To consider a report by the Director for Digital, Sustainability and Resources, copy attached as item 14

**15. JOSC Work Programme review** (Pages 117 - 132)

To consider a report by the Director for Digital, Sustainability and Resources, copy attached as item 15

**Recording of this meeting**

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

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

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

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ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022

Key Decision [No]

Ward(s) Affected: N/A

## **Interview with Adur Cabinet Member for Communities and Wellbeing**

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

#### **Executive Summary**

##### **1. Purpose**

- 1.1 This report sets out background information on the Portfolio of the Adur Cabinet Member for Communities and Wellbeing to enable the Committee to consider and question the Cabinet Member on issues within his portfolio and any other issues which the Cabinet Member is involved in connected with the work of the Council and the Adur communities.

##### **2. Recommendations**

- 2.1 That the Committee consider any representations from the Cabinet Member on the work within his Portfolio and other issues which the Cabinet Member is involved in and question the Cabinet Member on this and recommend any suggested action or make appropriate comments to the Cabinet Member for his consideration.

### **3. Context**

- 3.1 As part of its Work Programme for 2022/23, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Adur and Worthing Cabinet Members on their priorities for 2022/23.
- 3.2 As part of its fact finding/investigative role, the Joint Overview and Scrutiny Committee is asked to consider the roles and responsibilities of the Adur Cabinet Member for Communities and Wellbeing. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to his portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described.

### **4. Issues for consideration**

- 4.1 The Adur Cabinet Member for Communities and Wellbeing has responsibility for the following:-
- Community safety, anti-social behaviour management, neighbourhood disputes, safer communities.
  - Community development, including cohesion and planning, fuel poverty, wellbeing hubs.
  - Public health, health protection and enforcement, including Food Safety Enforcement Plan.
  - Cross-cutting health issues and NHS liaison.
  - Equalities and diversity.
  - Children and young people,
  - Partnership working, with voluntary and community organisations (including grants and commissioning).
  - Health and safety and civil contingencies (emergency planning), including business continuity.
  - Wellbeing and development functions for culture, leisure and sport, including the Health and Wellbeing Strategy.
  - Police performance and intelligence liaison.
  - Environmental protection, including noise, food hygiene, pest control, air quality
- 4.2 JOSC is requested to ask questions of the Cabinet Member based on his

responsibilities outlined in paragraph 4.1 including any high level strategic issues relating to the Council and the Adur community.

## **5. Engagement and Communication**

- 5.1 The JOSCS Chairpersons and Vice-Chairpersons have been consulted on the proposals contained in this report.

## **6. Financial Implications**

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

## **7. Legal Implications**

- 7.1 JOSCS is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.
- 7.2 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.
- 7.3 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.

## **Background Papers**

New Priorities for Adur District Council agreed by Joint Strategic Sub-Committee 29 September 2022 - [JSC Sub-Committee 29 September 2022](#)

### **Officer Contact Details:-**

Mark Lowe

Scrutiny and Risk Officer

Tel:01903 221009

[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered. There are a number of issues contained within the Cabinet Member Portfolio which can impact on the overall economy of the area.

### **2. Social**

#### **2.1 Social Value**

Matter considered. The aims of the Cabinet Member Portfolio seek to achieve better social value in those particular areas.

#### **2.2 Equality Issues**

Matter considered. The Cabinet Member has responsibility for equalities and diversity.

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

Matter considered. The Cabinet Member has responsibility for community safety issues.

#### **2.4 Human Rights Issues**

Matter considered and no direct issues identified.

### **3. Environmental**

Matter considered and no direct issues identified.

### **4. Governance**

Matter considered and no direct issues identified. JOSC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.





ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022

Key Decision [No]

Ward(s) Affected: N/A

## **Interview with Worthing Cabinet Member for Community Wellbeing**

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

#### **Executive Summary**

##### **1. Purpose**

- 1.1 This report sets out background information on the Portfolio of the Worthing Cabinet Member for Community Wellbeing to enable the Committee to consider and question the Cabinet Member on issues within her portfolio and any other issues which the Cabinet Member is involved in connected with the work of the Council and the Worthing communities.

##### **2. Recommendations**

- 2.1 That the Committee consider any representations from the Cabinet Member on the work within her Portfolio and other issues which the Cabinet Member is involved in and question the Cabinet Member on this and recommend any suggested action or make appropriate comments to the Cabinet Member for her consideration.

### **3. Context**

3.1 As part of its Work Programme for 2022/23, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Adur and Worthing Cabinet Members on their priorities for 2022/23.

3.2 As part of its fact finding/investigative role, the Joint Overview and Scrutiny Committee is asked to consider the roles and responsibilities of the Worthing Cabinet Member for Community Wellbeing. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to her portfolio.

3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described.

### **4. Issues for consideration**

4.1 The Worthing Cabinet Member for Community Wellbeing has responsibility for the following:-

- Children and young people, including mental wellbeing and family intervention project (to share with Deputy Leader portfolio)
- Community development, including cohesion and planning, fuel poverty, community buildings and wellbeing hubs
- Community safety, anti-social behaviour management, neighbourhood disputes, safer communities
- Cross-cutting health issues and NHS liaison
- Equalities and diversity
- Partnership working with voluntary and community organisations (including Local Strategic Partnership; grants and commissioning)
- Police performance and intelligence liaison

4.2 JOSC is requested to ask questions of the Cabinet Member based on her responsibilities outlined in paragraph 4.1 including any high level strategic issues relating to the Council and the Worthing community.

### **5. Engagement and Communication**

5.1 The JOSC Chairpersons and Vice-Chairpersons have been consulted on the proposals contained in this report.

## **6. Financial Implications**

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

## **7. Legal Implications**

7.1 JOSOC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.

7.2 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.

7.3 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.

### **Background Papers**

New Priorities for Worthing Borough Council agreed by Joint Strategic Sub-Committee 5 July 2022 - [JSC Sub-Committee Worthing - 5 July 2022](#)

### **Officer Contact Details:-**

Mark Lowe

Scrutiny and Risk Officer

Tel:01903 221009

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## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered. There are a number of issues contained within the Cabinet Member Portfolio which can impact on the overall economy of the area.

### **2. Social**

#### **2.1 Social Value**

Matter considered. The aims of the Cabinet Member Portfolio seek to achieve better social value in those particular areas.

#### **2.2 Equality Issues**

Matter considered. The Cabinet Member has responsibility for equalities and diversity.

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

Matter considered. The Cabinet Member has responsibility for community safety issues.

#### **2.4 Human Rights Issues**

Matter considered and no direct issues identified.

### **3. Environmental**

Matter considered and no direct issues identified.

### **4. Governance**

Matter considered and no direct issues identified. JOSOC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.



ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022  
Agenda Item [10]

Key Decision [No]

Ward(s) Affected:N/A

## **What the Councils are doing to help with the cost of living crisis**

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

#### **Executive Summary**

#### **1. Purpose**

- 1.1 This report provides some background information on what the Councils are doing to help with the cost of living crisis which the Joint Overview and Scrutiny Committee (JOSC) has asked to review as part of its Work Programme in 2022/23.

#### **2. Recommendations**

- 2.1 That the Committee review the actions which the Councils are taking to help with the cost of living crisis in Adur and Worthing and question the relevant Officers and Cabinet Members.

### **3. Context**

- 3.1 At its meeting on 22 September 2022 the Committee received and agreed to a scrutiny request from the JOSC Chairmen which requested that the Committee should review the work which the Councils are undertaking to help and support the local communities with the Cost of living crisis.

### **4. Issues for consideration**

- 4.1 The Councils cannot directly control the inflation increases and high energy costs but can help by taking a realistic approach to the services it provides to assist local residents and support the most vulnerable in the communities. Assistance from the Councils can assist residents in finding support with food poverty, housing debt, energy bills, unemployment and health and wellbeing. The Councils can work with partners to support and help to minimise the impact of the cost of living emergency.

- 4.2 In response to the ongoing pressures caused by the cost of living impacts, separate Adur and Worthing Cost of Living Roadmaps have been developed as a way to convene a range of partners to work together to support and enable as many people as possible to be able to cope over the next two years. The Roadmaps were approved by both Adur and Worthing Joint Strategic Sub-Committees in September and aim to respond to both immediate and urgent need, whilst building a longer and more sustainable approach by:

- supporting households to be as financially resilient as possible
- supporting communities to help each other and those in most need
- helping to reduce cost impacts on people
- developing sustainable approaches to address income inequalities

- 4.3 The reports presented to the Adur and Worthing Joint Strategic Sub-Committees, including the road maps, are attached as the Appendix to this report and JOSC is requested to consider these and question Officers and Cabinet Members on progress with the implementation of the proposals.

### **5. Engagement and Communication**

- 5.1 The JOSC Chairmen and Vice-Chairmen have been consulted on the proposals contained in this report.

## **6. Financial Implications**

- 6.1 There are no direct financial implications to consider within this report but there are financial implications contained within the reports presented to the Joint Strategic Sub-Committees.

## **7. Legal Implications**

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a Best Value Authority to make continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.

## **Background Papers**

Reports to the Adur and Worthing Joint Strategic Sub-Committees - 6 September (Worthing) and 29 September (Adur)

### **Officer Contact Details:-**

Mark Lowe

Scrutiny and Risk Officer

Tel: 01903 221009

[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)

## **Sustainability & Risk Assessment**

### **1. Economic**

Economic outcomes are a critical underpinning for any cost of living work. The economic fortunes of the town have an impact on employment rates and wages. Developing employment initiatives through the Council's Good Work scheme as well as identifying new opportunities with DWP and the Chamber of Commerce to enhance training and employment opportunities in the town are included in the Roadmaps and Action Plans .

### **2. Social**

#### **2.1 Social Value**

The Cost of Living Roadmaps form a key part of Council's Thrive Mission: People are healthy and resourceful and can access the right help when they need it. It aims to respond to both immediate need and to build longer term resilience by: - supporting households to be as financially resilient as possible - supporting communities to help each other and those in most need - helping to reduce cost impacts on people - developing sustainable approaches to address income inequalities. The Cost of Living Roadmaps set out a series of initiatives that will deliver significant social value to Adur residents in both the immediate and longer term.

#### **2.2 Equality Issues**

An equalities impact assessment was carried out for the cost of living project at an early stage of its development. In summary it found that: • Vulnerability to rises in the cost of living are closely associated with poverty and social exclusion. Issues around health, employment, education and wellbeing are all exacerbated by financial stress but can also be factors that lead to its creation. Therefore, those already most socially disadvantaged are likely to be those most at risk of not coping. This includes groups such as those protected through the Equality Act 2010, but also those living in Adur and Worthing most disadvantaged neighbourhoods and in relatively expensive private accommodation where rents are rising. • Many residents will experience cumulative disadvantages as they are from a number of affected communities and are living in areas or have tenures characterised by most challenging circumstances. For example older people, lone parents, carers or those residents who have a known disability and are unable to work, struggling to find work and are on benefits are particularly vulnerable. Further work will be undertaken to ensure that equalities assessment is part of all of the initiatives captured in the Roadmap.



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

There are risks of growing social discontent as cost of living impacts escalate so intervening to try to support the community more effectively is a mitigating strategy.

### **2.4 Human Rights Issues**

Matter considered and this proposal does not impact adversely on people's human rights.

### **3. Environmental**

The energy efficiency components of the Cost of Living Roadmap also meet climate action goals.

### **4. Governance**

The Cost of Living Roadmap aligns with Council's core objectives as set out in its Thrive Mission as well as with a number of Council policies such as the 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing, which identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'. This is an important strategy in reputational terms and Councils will need to ensure that it is responsive to partners and to the community in the delivery of the Roadmap. This programme of work requires extensive resourcing, both within existing work streams for Council teams, but also as a project in itself. It needs project management and communications support at a minimum to ensure that it can be delivered effectively.

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ADUR & WORTHING  
COUNCILS

Adur Joint Strategic Committee  
Sub-Committee  
29 September 2022

Key Decision [~~Yes~~/No]

Ward(s) Affected: All

## Responding to cost of living impacts in Adur

### Report by the Director for Communities

**Officer Contact Details:** Paula Doherty, Interim Head of Wellbeing, Deborah Georgiou Strategic Lead Cost of Living

### Executive Summary

#### 1. Purpose

1.1 There is growing evidence to show the impact that rising costs and inflationary pressures are having on residents in Adur. Whilst all households are impacted upon, increases in energy, food and fuel prices are disproportionately affecting lower income families, lone parents, couples without children, those with disabilities, single income households, and those on fixed incomes. The cumulative impact of inflation is now having an impact on a growing number of households, including new households that have not had to access financial support to date.

1.2 Supporting residents to tackle cost of living pressures is a priority for Adur Council, and there is a clear recognition that following the impact of the pandemic on Adur communities, in particular for more vulnerable households, there is a need to help people to alleviate income pressures. This is not something that Adur Council can do alone - it needs to work collaboratively with other parts of the community, including business and voluntary sector organisations, residents, and local communities as well as other public sector organisations such as WSCC and Jobcentre Plus.

1.3 Assessment of Proactive data [(Proactive interventions to support low income residents - [July 2022](#)), shows significant numbers of households that are in food, fuel, water and overall relative poverty and who are struggling now. Some of the community food groups are reporting unprecedented demand outstripping their ability to help.

1.4 The Council has been working to alleviate the pressures of firstly the pandemic and then emerging cost of living issues, over the last few years. Supported by Council's budget and COMF funding this work has included working with and supporting local community food groups, establishing the Proactive response for those that are struggling, providing health and wellbeing support, and housing and homelessness initiatives.

1.5 In response to the ongoing pressures caused by cost of living impacts, an Adur Cost of Living Roadmap has been developed as a way to convene a range of partners to work together to support and enable as many people as possible to be able to cope over the next two years. The Roadmap aims to respond to both immediate and urgent need, whilst building a longer and more sustainable approach by:

- supporting households to be as financially resilient as possible
- supporting communities to help each other and those in most need
- helping to reduce cost impacts on people
- developing sustainable approaches to address income inequalities

1.6 There are four major areas of focus for the Roadmap:

- Providing Infrastructure support to where there is an immediate short term need
- Developing a sustained and co-ordinated community response to ensure that residents who are vulnerable and most at risk of experiencing financial exclusion are able to achieve better financial wellbeing and resilience
- That Adur Council considers its own organisational culture, policy and practice to ensure it addresses the cost of living crisis
- That partners in Adur work collaboratively to better utilise our resources to meet community needs and promote financial wellbeing and resilience

1.7 Critical to tackling cost of living impacts will be the need to balance the provision of immediate support for households with longer term sustainable measures that support better financial resilience, increased independence and community infrastructure. This report outlines why a co-ordinated and sustainable approach to tackling cost of living impacts is needed, and how Adur Council, through the Cost of Living Roadmap and a supporting Action Plan, will work with partners across government, non government and private sectors to collaboratively support residents. It describes the purpose of the Cost of Living Roadmap and Action Plan and the partnership arrangements that have been set up to support delivery of the Plan.

## 2. Recommendations

- 2.1. That the Adur Joint Strategic Committee Sub-committee approves the Adur Cost of Living Roadmap (at Appendix 1) which sets out what Adur District Council will do to support residents to manage cost of living impacts.

## 3. Context

- 3.1. There is currently a national cost of living crisis and economic analysts suggest it will have a deeper and longer term impact than previously forecast. Global and national policy directions are delivering multiple adverse economic impacts for all UK households. In July 2022 forecasts for the main drivers for cost of living pressures were:

- Inflation **to peak at 13%** in October 2022, the highest annual rate since 1982
- From June 2021 to June 2022 **domestic gas prices increased by 95% and domestic electricity prices by 54%**
- The **UK Government's 'Energy Price Guarantee' announced on 8 September 2022** states that from 1 October 2022 a typical household will pay no more than £2,500 a year on energy bills for the next two years.

- 3.2. Household incomes are affected by cumulative impacts both price rises and incomes that are not keeping pace with inflation:

- 91% of adults reported an **increase in their cost of living** (June to July 2022)
- Incomes after tax and adjusted for inflation will **start falling in Q2 2022 and not recover until Q3 2024**
- Low-income households spend a larger proportion of their income on energy and food
- Annual food price inflation will be around 11% in 2022, **peaking at 15%**
- **Average annual grocery bills** will rise by £380
- Only **4% of people** donated money to food banks in June 2022, down from the previous 12 months
- Trussell Trust's food parcels distributed in 2021-22 was **32% higher** than pre-pandemic levels
- **Benefits increased in April 2022 by 3.1%**, far less than the forecast inflation rate at that date of 8% .

- 3.3. There is growing evidence showing the impact that rising costs and inflationary pressures are having on residents in Adur. Community groups such as food providers report increased demand for their services, support services are overwhelmed with demand, and impacts are being felt more

widely, for example the reported loss of private rental accommodation in the town.

- 3.4. Staff in government and non-government agencies with lower relative incomes are also being now affected by cost of living impacts, and there is increasing evidence that a broader group of households and lower income workers are starting to access food banks and other support services, and are falling into debt and rent or mortgage arrears. The housing affordability crisis, with sub-standard and expensive private rental, and the lack of social and affordable housing options, are compounding factors for many people struggling with price and inflation impacts.
- 3.5. The cost of living emergency comes on the heels of the Covid pandemic which also had a significant impact on the capacity of more at risk and lower income households to cope financially. In response to both of these emergencies, Adur and Worthing Councils have already invested significant funds and effort into supporting its most vulnerable and at risk residents using COMF funds to support:
- Investment in infrastructure and support to **food groups since 2021 of over £142k with a further £25k** to be allocated in 2022/23
  - Investment in **housing and homelessness initiatives of over £190k**
  - **Proactive additional funding of £40k** to provide more capacity to intervene early to support households who are at risk as a result of their financial circumstances.

In 2022/23 all available COMF funding is being used to address Cost of Living impacts. £25k will go directly to food groups and £75k is being used to develop infrastructure and support delivery of a cost of living programme of work.

- 3.6. More recent forms of relief for residents have been provided through the funding available through WSCC which often requires administrative investment by Adur Council. For example, the additional discretionary relief was provided in partnership with WSCC for working age residents claiming Council Tax reduction additional reliefs of up to £150 per household, worth £180k for Adur residents in 2022/23.

The County contributed £149,000 to the Adur scheme with the remainder being funded by the Council.

- 3.7. Tackling cost of living pressures is a priority for Adur Council. There is a clear recognition that following the impact of the pandemic on Adur communities, in particular for more vulnerable households, there is a need to act to help alleviate income pressures. This is not something that the Council can do alone - it needs to work collaboratively with other parts of the community,

business and voluntary sector organisations, residents, and local communities across Adur.

- 3.8. The Adur Cost of Living Roadmap details the high level actions that Adur Council and its partners in the not for profit, government and private sectors support to address the impacts of the rising cost of living. Further detail about the initiatives, including who will lead on their delivery, timeframes, and measures of success, are set out in an accompanying *Adur Cost of Living Action Plan*.

Initiatives set out in the Roadmap and Action Plan come from two Cost of Living Roundtables (March and June 2022) with representatives from a range of cross sectoral agencies. These Roundtables were an opportunity for stakeholders to acknowledge the cost of living problem, and to begin the conversation with partners about what the priorities should be moving forward.

- 3.9. Following the Roundtables, quarterly *Cost of Living Strategic Group* meetings comprising all local stakeholders, will be held to build a collaborative and cross stakeholder approach to developing and delivering the Roadmap. A smaller working group of key partners has also been convened to provide more immediate guidance on implementation of the Roadmap and Action Plan. A number of time limited working groups have also been set up to drive delivery of specific initiatives, including housing and homelessness, ethical debt and data sharing. Work on the ethical debt initiative is already underway and a paper addressing this will also be considered by the Joint Strategic Committee Sub-committee.
- 3.10. The Roadmap will also look to put in place ongoing sustainable measures to address more systemic issues, for example financial exclusion, debt management, and reducing people's energy use. It will also consider place based initiatives in response to the cumulative needs of neighbourhoods within Adur.

#### **4. Issues for consideration**

- 4.1. It is critical that cost of living initiatives in Adur engage with, and are delivered by, Council's partners. Adur Council's role is one of stewardship - coordinating and supporting implementation of this programme of work. Whilst Council is the lead agency for some actions in the Roadmap, its role is to facilitate its collective delivery by partners, including WSCC, the NHS, education services, voluntary and community sector partners and local businesses, and most importantly, the community.

- 4.2. The Cost of Living Roadmap and Action Plan are recommended as the most cogent way of pulling together the disparate strands necessary to address the cost of living emergency across multiple service areas - energy, food, support services, housing and financial inclusion amongst others. These documents establish the infrastructure needed to ensure that action can be measured and monitored and that the full range of activities are addressed.
- 4.3. Measuring cost of living impacts is complex as most of the levers driving inflationary upward pressure are not in Council's control. Part of the ongoing work will be to establish what are reasonable measures of performance that can be directly influenced by the work undertaken. A dashboard of indicators will be developed to help Council to understand what is happening in key sectors such as employment, homelessness, and health outcomes, and this will be supported by specific measurement of take up and impact for activities in the Roadmap.

## **5. Engagement and Communication**

- 5.1. There has already been significant consultation with stakeholders about what they consider to be priorities for a cost of living action plan. Two roundtables, a partnership working group, specific sub-working groups and a range of conversations have identified the issues and some possible solutions.
- 5.2. This work does need to have greater input from consumers and it is proposed that a 'resident panel' be set up to provide ongoing input and advice. The Roadmap and Plan need to be flexible and responsive to new input and will be reviewed regularly to take the outcomes of additional consultation into account.
- 5.3. The Council will look to grow its own capabilities around 'participation', and involve people and communities more as the Roadmap is implemented, enabling them to take a more active and influential part in decisions that will affect them.
- 5.4. A Communications Plan will also be in place to support a multi-pronged strategy to engage people and let them know how to access advice and support for cost of living issues. This Plan will consider how to reach a range of communities, including more disadvantaged neighbourhoods and people from ethnic minorities. Communication activities will include offering joint information pop ups across Adur with partners, using traditional and social media mechanisms to reach different groups, developing shared information that provides easy access to advice and signposting, and a toolkit/training for front line staff across the service system.



- 5.5. The Director of Communities will oversee an annual review of the Action Plan to monitor whether targets are being met and what needs to change over time. Councillors will also receive a Cost of Living report from officers annually.

## **6. Financial Implications**

- 6.1. The majority of the initiatives identified within the plan are funded from existing Council budgets and external funding.
- 6.2. Within the Leaders portfolio there is a budget of £120,000 which could be used to support the programme of work if this cannot be contained within existing budgets

## **7. Legal Implications**

- 7.1. 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.
- 7.2. 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
- 7.3. Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

## Sustainability & Risk Assessment

There is significant risk associated with delivering such an extensive programme of work with a large range of partners. Co-ordinating and monitoring activity over such a broad remit will require strong governance and oversight. The scale of the task also means that targeted resources will be needed to support the roll out. However, there is a greater risk in not acting, as this would mean that Adur residents might not get the assistance they need.

The Roadmap has been designed to deliver a balance of immediate and more sustainable supporters, for example, energy efficiency and retrofitting work will ensure long term savings on energy costs or householders, developing an ethical lending product for people with very little, or no, income will help tackle payday lending and loan shark activity over the long term.

### 1. Economic

Economic outcomes are a critical underpinning for any cost of living work. The economic fortunes of the town have an impact on employment rates and wages. Developing employment initiatives through the Council's Good Work scheme as well as identifying new opportunities with DWP and the Chamber of Commerce to enhance training and employment opportunities in the town are included in the Roadmap and Action Plan .

### 2. Social

#### 2.1 Social Value

This Cost of Living Roadmap forms a key part of Council's Thrive Mission: **People are healthy and resourceful and can access the right help when they need it.** It aims to respond to both immediate need and to build longer term resilience by:

- supporting households to be as financially resilient as possible
- supporting communities to help each other and those in most need
- helping to reduce cost impacts on people
- developing sustainable approaches to address income inequalities

The Adur Cost of Living Roadmap sets out a series of initiatives that will deliver significant social value to Adur residents in both the immediate and longer term.

#### 2.2 Equality Issues

An equalities impact assessment was carried out for the cost of living project at an early stage of its development. In summary it found that:

- Vulnerability to rises in the cost of living are closely associated with poverty and social exclusion. Issues around health, employment, education and wellbeing are all exacerbated by financial stress but can also be factors that lead to its creation. Therefore, those already most socially disadvantaged are likely to be those most at risk of not coping.
- Those already most socially disadvantaged are likely to be those most at risk of not coping. This includes groups such as those protected through the Equality Act 2010, but also those living in Adur and Worthing most disadvantaged neighbourhoods and in relatively expensive private accommodation where rents are rising.

- Many residents will experience cumulative disadvantages as they are from a number of affected communities and are living in areas or have tenures characterised by most challenging circumstances. For example older people, lone parents, carers or those residents who have a known disability and are unable to work, struggling to find work and are on benefits are particularly vulnerable.

Further work will be undertaken to ensure that equalities assessment is part of all of the initiatives captured in the Roadmap.

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

There are risks of growing social discontent as cost of living impacts escalate so intervening to try to support the community more effectively is a mitigating strategy.

### **2.4 Human Rights Issues**

No, this proposal does not impact adversely on people's human rights.

## **3. Environmental**

The energy efficiency components of the Cost of Living Roadmap also meet climate action goals.

## **4. Governance**

The Cost of Living Roadmap aligns with Council's core objectives as set out in its Thrive Mission as well as with a number of Council policies such as the 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing, which identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'.

This is an important strategy in reputational terms and Council will need to ensure that it is responsive to partners and to the community in the delivery of the Roadmap.

This programme of work requires extensive resourcing, both within existing workstreams for Council teams, but also as a project in itself. It needs project management and communications support at a minimum to ensure that it can be delivered effectively.

## Appendix 1

### A Cost of Living Roadmap for Adur

There is growing evidence to show the impact that rising costs and inflationary pressures are having on residents in Adur. Whilst all households are impacted upon, increases in energy, food and fuel prices are disproportionately affecting lower income families, lone parents, couples without children, those with disabilities, single income households, and those on fixed incomes. The cumulative impact of inflation is now having an impact on a growing number of households, including new households that have not had to access financial support to date. There is evidence of more severe, and wider effects of cost of living increases, and this will only grow over the winter months and into 2023.

Supporting residents to tackle cost of living pressures is a priority for Adur Council, and there is a clear recognition that following the impact of the pandemic on Adur communities, in particular for more vulnerable households, there is a need to help people to alleviate income pressures. ***This is not something that the Adur Council can do alone - it needs to work collaboratively with other parts of the community, including business and voluntary sector organisations, residents, and local communities.***

This work builds on the initiatives Adur Council put in place to respond to the Covid pandemic. In March and June 2022, officers held two *Cost of Living Roundtables* with representatives from a range of cross sectoral agencies. The Roundtables were an opportunity for stakeholders to share their understanding of the cost of living problem, and to begin the conversation with partners about what the priorities should be moving forward. Following the Roundtables, quarterly *Cost of Living Strategic Group* meetings comprising all local stakeholders, will be held to build a collaborative and cross stakeholder approach to developing and delivering a Cost of Living Roadmap for Adur.

The *Cost of Living Roadmap* details the high level actions that Adur Council and its partners in the not for profit, government and private sectors will support to address the rising cost of living. Further detail about the initiatives, including who will lead on their delivery, timeframes, and measures of success, are set out in an accompanying Cost of Living Action Plan. A 'partnership working group' has been convened to provide more immediate guidance on implementation of the Roadmap and Action Plan. A number of time limited working groups have also been set up to drive delivery of specific initiatives, including housing and homelessness, ethical debt and data sharing.

Adur Council is providing and funding administrative support and project management for implementation of the Roadmap which will be supported by a *Cost of Living Action Plan* which will detail the work to be carried out, assign clear timeframes and accountabilities, and outline how the initiatives will be measured.

### **A Roadmap for Change**

This Roadmap builds on significant work that has been done and is already underway. It recognises that there are several compounding impacts converging on households now and which are likely to continue for some time given the current economic climate. This means that the Roadmap has to incorporate multiple approaches to providing residents with support with an emphasis on longer term solutions that deliver a more sustainable service system. The Roadmap recognises the complexity of a broad range of actions to be taken across the service system and looks to balance short term needs with longer term outcomes.

Adur Council's role is one of stewardship - coordinating and supporting implementation of this programme of work. Whilst Council is the lead agency for some actions in the Roadmap, its role is to facilitate delivery by partners of the full suite of initiatives.

There are four major areas of focus for the Roadmap:

1. Providing Infrastructure support to where there is an immediate short term need
2. Developing a sustained and co-ordinated community response to ensure that residents who are most at risk of experiencing financial exclusion are able to achieve better financial wellbeing and resilience
3. That Adur Council considers its own organisational culture, policy and practice to ensure it responds to cost of living impacts
4. That partners in Adur work collaboratively to better use resources to meet community needs.

Immediate action is being taken by the Council and its partners to support households facing the most severe impacts, including maximising benefit and income support entitlements, and supporting food provision. The Roadmap will also look to put in place ongoing sustainable measures for addressing underlying issues, for example financial exclusion, debt management, and reducing people's energy use. It will also consider place-based initiatives in response to the cumulative needs of neighbourhoods within Adur.

Whilst the Cost of Living Roadmap is facilitated by the Council, the effort to deliver it has to be collective involving its partners (WSCC, the NHS, education services, voluntary and community sector partners and local businesses), and most importantly, the community. The Council will grow its own capabilities around 'participation', involving people and communities and enabling them to take a more active and influential part in decisions that are likely to affect them.

It appears likely that there will be further assistance from the UK Government in the lead up to winter and any new arrangements will be reflected in the Roadmap and Action Plan.

### **What do we want to achieve?**

As part of our new and emerging plan, this work sits as part of the Councils' Thriving People agenda, with everyone having the means to lead positive, healthy and independent lives, rather than simply having to make ends meet. People need to be included and valued in their local communities, participating in decisions about their area and the services and support they receive.

This cost of living roadmap forms a key part of Councils' Thrive Mission: **People are healthy and resourceful and can access the right help when they need it.** As part of this we want to challenge and change:

- Structural inequality which exists within our communities and relative deprivation
- Power imbalance in the system
- Reliance on national / global rather than local supply
- Optimise Adur's position in respect of Levelling up bids

In addition we want to optimise Adur's position by investing additional funds into local infrastructure that will deliver economic benefit to residents and businesses in Adur through both the Growth Deal, in partnership with West Sussex County Council, and a Levelling Up Fund bid to target town centre regeneration. This is being prepared for Round Three.

The Cost of Living partnership and Roadmap are designed to address the question **'how can we all best support residents during a time of challenging cost of living pressures'**. The Cost of Living Action Plan sets out the measurable impacts that will be used to test the success of both the overarching strategy and also specific initiatives. Impact measurement is focused on what it is that the Council and partners can actually influence/change.

In particular, the Roadmap represents an approach that addresses all cost of living impacts, including:

- Energy and utility costs
- Housing costs
- Access to food

- Financial exclusion - access to ethical loans and ethical debt management

There are also broader objectives that have to be considered in supporting the community to be resilient in the face of cost of living impacts. Continuing to deliver a sustainable economy for Adur is fundamental in providing support for many households and enabling residents to thrive, be resilient and connected. This Roadmap will focus on how finite resources are used to support and deliver this work and leverage other resources from our system partners. We want to ensure that we use these resources as efficiently and effectively as possible so that the system works for residents and more simple, accessible arrangements are in place.

Resident engagement and equalities impact assessment will be incorporated into activities in the Roadmap, including for people facing barriers in accessing support or services, and this work will support the Council's wider participation agenda.

The cost of living landscape will change over the three year period of the Roadmap which means it will need to be a flexible and nimble document. Some initiatives can be more detailed in the early phases, but some will require time for more significant development. The Roadmap has a number of impact measures to reflect progress and will be reviewed by the Strategic Group annually and amended to reflect changing circumstances as needed.

### **Why do we need a Cost of Living Roadmap?**

Recent forecasts are that inflation will rise to above 11% in 2022. This is an average figure for all households - for low income households who spend much more of their income on energy and food costs, the inflationary impact will be higher. The energy price cap is predicted to rise to £3,244 per year in October 2022, and food costs are set to rise by upwards of 15% in 2022, the highest level in 20 years. Fuel costs are also at record levels with a record monthly price rise in July 2022.

Staff in government and non-government agencies with lower relative incomes are also being now affected by cost of living impacts, and there is increasing evidence that a broader group of households and lower income workers are starting to access food banks and other support services, and are falling into debt and rent or mortgage arrears. The housing affordability crisis, with sub-standard and expensive private rental, and the lack of social and affordable housing options, are compounding factors for many people struggling with price and inflation impacts.

Harder to measure but as important, is how the pressures on people managing household budgets during the cost of living emergency will impact on their mental health and emotional wellbeing. The Money and Mental Health Policy Institute has said that around half of people in debt also have a mental health issue. Demands for support services will increase and represent some of the hidden costs of the crisis.

The 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'. This was apparent even before recent inflationary increases. The Marmot Review and The Human Rights Commission both found that the pandemic disproportionately affected those communities already experiencing significant health and wellbeing inequality, including older people, those with pre-existing health conditions (including mental health), those on low incomes and in insecure employment and housing. The pandemic also significantly affected minoritised ethnic communities, young people and those with disabilities. This means that for many Worthing residents, most cost of living impacts are serving to compound existing inequalities.

Specific information about what is happening to vulnerable households in Adur has been collected as part of the Proactive pilot. Proactive seeks to intervene early to support households who are at risk as a result of their financial circumstances. The Low Income Family Tracker (LIFT) provides information predominantly about residents in receipt of Housing Benefit, or Council Tax Support. Locally, about 25% of Universal credit recipients also receive council tax support, so LIFT shows us what is happening to a quarter of Universal Credit recipients as well as to those receiving council administered benefits. The Proactive pilot demonstrated that contacting people directly to talk about their financial situation is a successful approach.

Data for July 2022 shows that a total of 10,657 households appeared in LIFT in both Adur and Worthing with 3975 households in Adur . 4,208 households were in relative poverty of which 1,621 live in Adur. In Adur, 1,910 were in fuel poverty, 3,622 in water poverty and 361 in food poverty<sup>1</sup>. Looking at all those Adur and Worthing households who appear in LIFT, the numbers "coping" (i.e those where household income exceeds expected costs by £100+pcm) is relatively stable but showing a small decrease between June and July. The number of households struggling (i.e. those where household income exceeds costs by £0-£100 pcm) has increased by 51 households to 422 June to July and the number of households in crisis (i.e. those where household income is insufficient for housing) increased by 1 household to 58 June to July.

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<sup>1</sup> See Policy in Practice [Metrics/definitions](#)



### **What's been done so far?**

There has been significant investment by the Councils in supporting lower income households and those in financial difficulty prior to the current emergency. A number of initiatives have already been put in place to support residents affected by cost of living impacts, including discretionary housing payments, and the Council Tax Support Scheme. Information about the support that Council has already made can be found [here](#). The Roadmap represents an opportunity to consolidate that investment and put in place longer term and more sustainable solutions.

In 2021 the Councils' established a Proactive Pilot. Proactive was designed to offer support to people at an early stage of debt, Council Tax or social housing debt to try to prevent an increase in that debt and to ensure people were accessing all their entitlements and income supports. The Pilot trialled a new way of working for the Councils with staff working in a cross-service, person centred and data led way designed to empower people and build their capacity to manage debt related issues.

To date Proactive has attempted to establish telephone contact/support with approx 900 households in Adur & Worthing and has made contact with 350 of those and advised/supported 250 (across both councils). The pilot enabled us to test the success of a five step pathway that identifies/contacts/supports residents and which also measures the financial impacts of our work. We can demonstrate improved household incomes and/or reduced household debts for a high proportion of those we work with, so there is strong case that the proactive model is able to contribute to helping people impacted by the increasing costs of living and will form a key learning for Adur Council in developing a more responsive and integrated front facing service for more 'at risk' residents, and one that can be scaled up.

Between 2021 and 2022 Adur and Worthing Councils Received Contain Outbreak Management Funding (COMF) totalling £859,000 which was allocated across a number of core areas of work including many designed to address the financial and social impacts of Covid on more vulnerable communities and residents. These included:

- Supporting and enabling financial capability for our communities:
- Supporting and enabling people back into Good Work
- Prevention and early intervention work with vulnerable groups, including mental health and emotional wellbeing
- Assisting the 'emergency food partnership'
- Engaging and supporting vulnerable young people in our communities and places
- Undertaking development work with minoritised communities, including volunteering

**Principles guiding the Roadmap**

The following principles will guide implementation of the Roadmap. We will:

- build equity into all of the work we do to meet the needs of our diverse communities
- focus on early intervention and prevention responses - moving from the reactive to the preventative
- build capacity, resilience and cohesion for people and communities to support their independence
- work in a participatory way with people and communities
- collaborate with service partners and communities

Appendix 1

**The Adur Cost of Living Roadmap  
September 2022 to August 2024**

Our role	Now: 0 to 6 months	Next: 6 to 18 months	Future: 18 - 24 months
<p><b>Support our food banks which are the frontline of community action:</b></p>	<ul style="list-style-type: none"> <li>● Support access to funding to support emergency food distribution and infrastructure support for the food network</li> <li>● In collaboration with the Food Network establish a 'food hub' for use as a co-working space for food groups and associated community based groups tackling the cost of living</li> <li>● Support the wider development of a partner led Adur Food Poverty Action Plan, focusing on:               <ul style="list-style-type: none"> <li>- work with businesses to increase food supplies to local groups</li> <li>- enhancing collaboration between groups around shared food opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Phase two of the food hub to be developed and shaped</li> <li>● Continue to develop the food poverty action plan and associated actions</li> <li>● Community fundraising model developed / embedded</li> <li>● Develop a partnership food supply system which ensures that surplus food waste is being directed to food banks</li> <li>● Engage with businesses to provide support to food providers</li> </ul>	

	<p>and infrastructure</p> <ul style="list-style-type: none"> <li>- sustaining food supply focusing on food waste</li> <li>- build on Fareshare / UKHarvest relationships</li> <li>- a local supply chain for food banks</li> </ul>		
<p><b>Maximising ways to address fuel poverty:</b></p> <ul style="list-style-type: none"> <li>- Accessing funding</li> <li>- Working with providers locally</li> </ul>	<ul style="list-style-type: none"> <li>● Work with Southern Water and local energy suppliers to support the cost of living work and the ethical debt approaches</li> <li>● Work with Southern Water to identify funding/support for this work</li> <li>● Work with WSCC and other partners to explore fuel vouchers for key workers or alternative supports</li> <li>● Implement legislation relating to the effectiveness, efficiency and economy of heating in the private housing sector through Private Sector Housing compliance work</li> </ul>	<ul style="list-style-type: none"> <li>● Deliver an energy efficiency engagement campaign</li> <li>● Deliver grants and administrative capacity to target and support households in fuel poverty through energy efficiency and energy reduction measures (UK Shared Prosperity Fund)</li> </ul>	

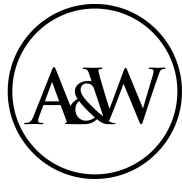
	<ul style="list-style-type: none"> <li>• Work with others to provide 'warm spaces' in Adur for people unable to pay fuel bills</li> </ul>		
<p><b>Keep people in their homes safely:</b></p> <ul style="list-style-type: none"> <li>- Interventions with landlords</li> <li>- Maximise supply of social housing</li> </ul>	<ul style="list-style-type: none"> <li>• Join up with other social landlords around ethical debt practices and management</li> <li>• Review use of 'affordability assessments' by social housing landlords</li> <li>• Opening Doors - working with private sector landlords to improve move on options</li> <li>• Consider options to support small landlords considering selling up</li> <li>• Work with the Sussex Partnership Foundation Trust to put in place a Housing Specialist working in mental health settings</li> <li>• Use Personalised Housing Plans to support those in housing need maximise income/manage debt and access support</li> </ul>	<ul style="list-style-type: none"> <li>• Look to re establish the County-wide housing and homelessness group</li> <li>• Relaunch the Homelessness Forum and establish a Landlord Roundtable to support a cohesive partnership approach to sustaining tenancies and develop our supplies of affordable homes.</li> <li>• Develop an older persons strategy to ensure the housing needs are met for our older residents</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the new Homelessness and Rough Sleeping Strategy</li> <li>• Support our partners to increase supply of affordable homes</li> </ul>

<p><b>Target financial support where its most effective:</b></p> <ul style="list-style-type: none"> <li>- Accelerate ethical debt work</li> <li>- Open up options for ethical borrowing</li> <li>- Pooling internal support scheme across communities directorate</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure the Councils' website effectively signposts people to cost of living support</li> <li>● Offer at risk households early intervention services in relation to income and debt through Proactive</li> <li>● Introduce an ethical debt recovery approach for Council Tax debt</li> <li>● Support people financially and co-ordinate access to financial support: <ul style="list-style-type: none"> <li>- Household Support Fund</li> <li>- Council Tax Support</li> <li>- Additional discretionary payments</li> <li>- Discretionary Housing Payments (£86,187 for Adur)</li> </ul> </li> <li>● Maximise resident take up of entitlements and supports</li> <li>● Provide information to staff about support, including relaunching the payroll loan scheme for Council staff with Boom Community Bank</li> </ul>	<ul style="list-style-type: none"> <li>● Provide financial support to people through an extension of the Proactive Project (UK Shared Prosperity Fund)</li> <li>● Develop a toolkit and training package for staff, councillors and other stakeholder across the service system</li> </ul>	<ul style="list-style-type: none"> <li>● Establish a No Income Lending Scheme (NILS) for the most financially excluded residents (UK Shared Prosperity Fund)</li> </ul>
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<p><b>Create person centred pathways - always moving 'upstream':</b></p> <ul style="list-style-type: none"> <li>- Building on the work we have done with proactive</li> <li>- Create a pathway from community groups into proactive</li> </ul>	<ul style="list-style-type: none"> <li>● Develop shared information about how to access support across the service system to support a no wrong door approach</li> <li>● Ensure the Councils' website effectively signposts people to cost of living support</li> <li>● Offer at risk households early intervention services in relation to income and debt through Proactive</li> <li>● Implement a Make Every Contact Count approach including through training people to prevent homelessness and locating staff in a food hub</li> <li>● Improve access to free digital services across the service system</li> </ul>	<ul style="list-style-type: none"> <li>● Improve access to data and information across the system through: <ul style="list-style-type: none"> <li>- understanding who is most at risk</li> <li>- developing Adur and Worthing profiles and forecasting demand and gaps in service</li> <li>- piloting data sharing across the service system about communities and individuals commencing with the Wellbeing Team</li> </ul> </li> <li>● Develop opportunities for the co-location of partner services, including drop in sessions</li> <li>● Introduce the Telljo system of wellbeing self assessment for more vulnerable people, helping to signpost them to support more effectively</li> </ul>	<ul style="list-style-type: none"> <li>● Explore options for improved access to online support including a single online portal for the service system for residents accessing information and support</li> <li>● Restructure Council support services to deliver a multi-disciplinary and person centred approach including exploring a one stop approach to support provision with 'no wrong door'</li> <li>● Develop a case management response for people with complex and enduring needs within Council and with external partners</li> </ul>
<p><b>A whole system approach:</b></p> <ul style="list-style-type: none"> <li>- How are we joining up with other partners?</li> </ul>	<ul style="list-style-type: none"> <li>● Hold quarterly Cost of Living Strategic Group meetings</li> <li>● Hold regular Partnership Working Group meetings</li> <li>● Develop communications</li> </ul>		<ul style="list-style-type: none"> <li>● Develop cost of living support initiatives with Worthing businesses and the local Chamber of Commerce</li> </ul>

	<p>capacity and a plan</p> <ul style="list-style-type: none"> <li>● Hold three pop up cost of living information sessions with partners in venues across Adur</li> <li>● Set up a 'resident panel' to advise the partnership on implementing the Roadmap and its actions</li> <li>● Provide support to Cllrs to resource residents through the training and toolkit</li> </ul>		<ul style="list-style-type: none"> <li>● Build relationships and shared approaches with Public Health based on objectives in the Adur and Worthing Health and Wellbeing Strategy</li> <li>● Build a relationship with WSCC in relation to the education sector in Worthing</li> <li>● Work with the DWP and other partners to develop employment and training initiatives</li> </ul>
<p><b>Funding and resources:</b> where are we looking for additional resources?</p> <ul style="list-style-type: none"> <li>- NHS</li> <li>- WSCC</li> <li>- Grant funding for innovation</li> <li>- Crowdfunding with local businesses</li> </ul>	<ul style="list-style-type: none"> <li>● Work with the West Sussex Health and Wellbeing Board and system partners around the cost of living and resources</li> <li>● Design and implement a community fundraising model and match fund business contributions</li> <li>● Work with WSCC around good access to the HSF and other resources to support the cost of living</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a commissioning and contracting approach that targets funds to address cost of living impacts and optimises the use of existing assets</li> <li>● Identify opportunities to secure additional resources to address cost of living impacts</li> </ul>	





ADUR & WORTHING  
COUNCILS

Worthing Joint Strategic Committee  
Sub-committee  
6th September 2022

Key Decision [Yes/No]

Ward(s) Affected: All

## Responding to the cost of living emergency in Worthing

### Report by the Director for Communities

**Officer Contact Details:** Paula Doherty, Interim Head of Wellbeing and Deborah Georgiou, Strategic Lead Cost of Living

### Executive Summary

#### 1. Purpose

- 1.1. In July Worthing Borough Council declared a cost of living emergency in recognition of the growing evidence of extreme pressures that rising costs and inflation are having on communities. Whilst all households are impacted by increases in energy, food and fuel prices, there is a disproportionate effect on significant parts of the Worthing population: lower income families, lone parents, couples without children, those with disabilities, single income households, and those on fixed incomes.
- 1.2. Assessment of Proactive data (Proactive interventions to support low income residents - July 2022), shows significant numbers of households that are in food, fuel, water and overall relative poverty and who are struggling now. Some of the community food groups are reporting unprecedented demand which is outstripping their ability to help. The cumulative impact of inflation is now affecting a growing number of households, including new households that have not had to access financial support to date. Whilst the picture is bleak, there is growing evidence that more severe, and wider, effects of cost of living increases will only grow over the winter months and into 2023.
- 1.3. The Council has been working to alleviate the pressures of firstly the pandemic and then the emerging cost of living issues, over the last few years. Supported through the Council's own budget and COMF funding, this work has included working with and supporting local community food

groups, establishing the Proactive response for those that are struggling, providing health and wellbeing support, and housing and homelessness initiatives.

- 1.4. Given the unprecedented scale of these issues now and moving into the Autumn/Winter, the declaration of the cost of living emergency made a commitment to identify an additional £100,000 budget to enable the Council to work on this agenda and to request officers to develop and deliver a Worthing Cost of Living Roadmap. The Roadmap is designed as a framework for a range of partners to work together to support and enable as many people as possible to be able to cope with the cost of living pressures over the next two years. The new Cost of Living Partnership aims to respond to both immediate and urgent need, now, whilst building a longer and more sustainable approach by:
  - supporting households to be as financially resilient as possible
  - supporting communities to help each other and those in most need
  - helping to reduce cost impacts on people
  - developing sustainable approaches to address income inequalities
- 1.5. There are four major areas of focus for the Roadmap:
  - Coordinating an urgent response to the cost of living emergency through helping to meet short term need
  - Developing a sustained and co-ordinated community response to ensure that residents who are vulnerable and most at risk of experiencing financial exclusion are able to achieve better financial wellbeing and resilience
  - That Worthing Council considers its own organisational culture, policy and practice to ensure it addresses the cost of living crisis
  - That partners in Worthing work collaboratively to better utilise our resources to meet community needs and promote financial wellbeing and resilience
- 1.6. Critical to tackling cost of living impacts will be the need to balance the provision of immediate support for households with longer term sustainable measures that support better financial resilience, increased independence and community infrastructure.
- 1.7. This report outlines why a co-ordinated and sustainable approach to tackling cost of living impacts is needed, and how Worthing Council, through the Cost of Living Roadmap and supporting Action Plan will work with partners across the government, non government and private sector to collaboratively support residents. It describes the purpose of the Cost of Living Roadmap and Action Plan and the partnership arrangements that have been set up to support delivery of the Plan over the next two years.

## 2. Recommendations

- 2.1. That the Worthing Joint Strategic Committee Sub-committee endorses the Worthing Cost of Living Roadmap (at Appendix 1) setting out what Worthing Borough Council will do to support residents through the cost of living emergency.
- 2.2. That the Worthing Joint Strategic Committee Sub-committee notes the funding of the £100,000 commitment made at Council as set out in section 5 of the report.

## 3. Context

- 3.1. There is currently a national cost of living crisis and economic analysts suggest it will have a deeper and longer term impact than previously forecast. Global and national policy directions are delivering multiple adverse economic impacts for all UK households. In July 2022 forecasts for the main drivers for cost of living pressures were:

- Inflation **to peak at 13%** in October 2022, the highest annual rate since 1982
- From June 2021 to June 2022 **domestic gas prices increased by 95% and domestic electricity prices by 54%**
- energy prices will **increase by a further 80% in October 2022** (an average bill of £3,549)
- The energy cap is predicted to go up by around **another 4% in January 2023**, taking average prices based on typical use to £3,363 for the year.

- 3.2. Household incomes are affected by cumulative impacts both price rises and incomes that are not keeping pace with inflation:

- 91% of adults reported an **increase in their cost of living** (June to July 2022)
- Incomes after tax and adjusted for inflation will **start falling in Q2 2022 and not recover until Q3 2024**
- Low-income households spend a larger proportion of their income on energy and food
- Annual food price inflation will be around 11% in 2022, **peaking at 15%**
- **Average annual grocery bills** will rise by £380
- Only 4% of people donated money to food banks in June 2022, down from the previous 12 months
- Trussell Trust's food parcels distributed in 2021-22 was 32% higher than pre-pandemic levels

- **Benefits increased in April 2022 by 3.1%**, far less than the forecast inflation rate at that date of 8% .

3.3. There is growing evidence showing the impact that rising costs and inflationary pressures are having on residents in Worthing. Community groups such as food providers report increased demand for their services, support services are overwhelmed with demand, and impacts are being felt more widely, for example the reported loss of private rental accommodation in the town.

3.4. Staff in government and non-government agencies with lower relative incomes are also being now affected by cost of living impacts, and there is increasing evidence that a broader group of households and lower income workers are starting to access food banks and other support services, and are falling into debt and rent or mortgage arrears. The housing affordability crisis, with sub-standard and expensive private rental, and the lack of social and affordable housing options, are compounding factors for many people struggling with price and inflation impacts.

3.5. The cost of living emergency comes on the heels of the Covid pandemic which also had a significant impact on the capacity of more at risk and lower income households to cope financially. In response to both of these emergencies, Worthing Council has already invested significant funds and effort into supporting its most vulnerable and at risk residents using COMF funds to support:

- Investment in infrastructure and support to **food groups since 2021 of over £142k with a further £25k** to be allocated in 2022/23
- Investment in **housing and homelessness initiatives of over £190k**
- **Proactive additional funding of £40k** to provide more capacity to intervene early to support households who are at risk as a result of their financial circumstances.

In 2022/23 all available COMF funding is being used to address Cost of Living impacts. £25k will go directly to food groups and £75k is being used to develop infrastructure and support delivery of a cost of living programme of work.

3.6. More recent forms of relief for residents have been provided in partnership with WSCC which also requires investment by Worthing Council. For example the additional discretionary relief for working age residents claiming Council Tax reduction relief of £150 per household, worth a total of £660k for Worthing residents in 2022/23, was part funded by Worthing at an estimated cost of £92k.

- 3.7. There is also a Council Tax Hardship Fund for Worthing, totalling £107k for 2022/23, and a Council Tax Discretionary Payment for those who don't qualify under the main council tax support scheme. There is also £150,517 available for Worthing residents for Discretionary Housing Payments - supporting rent payment for households suffering financial hardship.
- 3.8. Tackling cost of living pressures is a priority for Worthing Council, and in July 2022, Council endorsed a motion declaring a cost of living emergency for the town and calling for significant and urgent local and national measures to be put in place to respond. There is a clear recognition that following the impact of the pandemic on Worthing communities, in particular for more vulnerable households, there is a need to act urgently to help alleviate income pressures. This is not something that the Council can do alone - it needs to work collaboratively with other parts of the community, business and voluntary sector organisations, residents, and local communities across Worthing.
- 3.9. The Worthing Cost of Living Roadmap and partnership aims to respond to both immediate cost of living needs and to build longer term resilience by:
- supporting households to be as financially resilient as possible
  - supporting communities to help each other and those in most need
  - helping to reduce cost impacts on people
  - developing sustainable approaches to address income inequalities
- 3.10. The Roadmap details the high level actions that Worthing Council and its partners in the not for profit, government and private sectors support to address the impacts of the rising cost of living. Further detail about the initiatives, including who will lead on their delivery, timeframes, and measures of success, are set out in an accompanying *Cost of Living Action Plan*.
- 3.11. Initiatives set out in the Roadmap and Action Plan come from two Cost of Living Roundtables (March and June 2022) with representatives from a range of cross sectoral agencies. These Roundtables were an opportunity for stakeholders to acknowledge the cost of living problem, and to begin the conversation with partners about what the priorities should be moving forward.
- 3.12. Following the Roundtables, quarterly *Cost of Living Strategic Group* meetings comprising all local stakeholders, will be held to build a collaborative and cross stakeholder approach to developing and delivering the Roadmap. A smaller working group of key partners has also been convened to provide more immediate guidance on implementation of the Roadmap and Action Plan. A number of time limited working groups have also been set up to drive delivery of specific initiatives, including housing and homelessness, ethical debt and data sharing. Work on the ethical debt initiative is already underway

and a paper addressing this will also be considered by the Joint Strategic Committee Sub-committee.

- 3.13. The Roadmap will also look to put in place ongoing sustainable measures to address more systemic issues, for example financial exclusion, debt management, a food plan for Worthing, and reducing people's energy use. It will also consider place based initiatives in response to the cumulative needs of neighbourhoods within Worthing.

#### **4. Issues for consideration**

- 4.1. It is critical that cost of living initiatives in Worthing engage and are delivered by Worthing Council's partners. Worthing Council's role is one of stewardship - coordinating and supporting implementation of this programme of work. Whilst Council is the lead agency for some actions in the Roadmap, its role is to facilitate its collective delivery by partners, including WSCC, the NHS, education services, voluntary and community sector partners and local businesses, and most importantly, the community.
- 4.2. The Cost of Living Roadmap and Action Plan are recommended as the most cogent way of pulling together the disparate strands necessary to address the cost of living emergency across multiple service areas - energy, food, support services, housing and financial inclusion amongst others. These documents establish the infrastructure needed to ensure that action can be measured and monitored and that the full range of activities are addressed.
- 4.3. Worthing Council and its partners cannot address all of the cost of living issues affecting local communities given their global and national impacts, and there also will need to be advocacy in support of additional national measures that could assist.
- 4.4. Measuring cost of living impacts is very complex as most of the levers during inflationary upward pressure are not in Council's control. Part of the ongoing work on the Action Plan will be to establish what are reasonable measures of performance that can be directly influenced by the work undertaken. A dashboard of indicators will be developed to help Council to understand what is happening in key sectors such as employment, homelessness, and health outcomes, and this will be supported by specific measurement of take up and impact for activities in the Action Plan

## **5. Engagement and Communication**

- 5.1. There has already been significant consultation with stakeholders about what they consider to be priorities for a cost of living action plan. Two roundtables, a partnership working group, specific sub-working groups and a range of conversations have identified the issues and some possible solutions.
- 5.2. This work does need to have greater input from consumers and it is proposed that a 'resident panel' be set up to provide ongoing input and advice. The Roadmap and Plan need to be flexible and responsive to new input and will be reviewed regularly to take the outcomes of additional consultation into account.
- 5.3. Findings from the Big Listen will also be used to inform the Plan as it rolls out, and the Council will look to grow its own capabilities around 'participation', and involve people and communities more, enabling them to take a more active and influential part in decisions that are likely to affect them.
- 5.4. A Communications Plan will also be in place to support a multi-pronged strategy to engage people and let them know how to access advice and support for cost of living issues. This Plan will consider how to reach a range of communities, including more disadvantaged neighbourhoods and people from ethnic minorities. Communication activities will include offering joint information pop ups across Worthing with partners, using traditional and social media mechanisms to reach different groups, developing shared information that provides easy access to advice and signposting, and a toolkit/training for front line staff across the service system.
- 5.5. The Director of Communities will oversee an annual review of the Action Plan to monitor whether targets are being met and what needs to change over time. Councillors will also receive a Cost of Living report from officers annually.

## **6. Financial Implications**

- 6.1. The majority of the initiatives identified within the plan are funded from existing Council budgets and external funding. At Council a commitment was made to identify another £100,000 to support this agenda.

- 6.2. The Council has a budget of £93,070 for Council Tax Support Hardship Fund which is part funded by the County Council of £59,170. The Council's net cost is £33,900.
- 6.3. In January 2022 the Council agreed to increase the level of the Council Tax hardship fund by £100,000 funded by the Capacity Issues Reserve. Consequently the Council had £133,900 available to support hardship initiatives.
- 6.4. Of the Council funding available for the Council Tax hardship fund, Council approved in March that £92,000 would be used to fund the Council's share of the additional Council Tax Support payments of £150.00.

2022/23	Worthing £'000
Estimate for 2022/23	660
Contribution from the District / Borough Council	92
Contribution from the County Council	568

This leaves £41,900 which can be used for other purposes.

- 6.5. To ensure that the commitment made at Council to £100,000 is fulfilled, it is proposed that a further £58,100 be utilised from the underspend in the Treasury Management budget.

## 7. Legal Implications

- 7.1. 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.
- 7.2. 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
- 7.3. Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.



**Background Papers**

At its meeting of 19th July 2022, Worthing Council endorsed a motion to declare a Cost of Living Emergency found [here](#).

Joint Strategic Committee report titled 'Council Tax Support Scheme 2022/23 - Additional discretionary discounts'.

## **Sustainability & Risk Assessment**

There is significant risk associated with delivering such an extensive programme of work with a large range of partners. Coordinating and monitoring activity over such a broad remit will require strong governance and oversight. The scale of the task also means that targeted resources will be needed to support the roll out. However, there is a greater risk in not acting, as this would mean that Worthing residents might not get the assistance they need.

The Roadmap has been designed to deliver a balance of immediate and more sustainable supporters, for example, energy efficiency and retrofitting work will ensure long term savings on energy costs or householders, developing an ethical lending product for people with very little, or no, income will help tackle payday lending and loan shark activity over the long term.

### **1. Economic**

Economic outcomes are a critical underpinning for any cost of living work. The economic fortunes of the town have an impact on employment rates and wages. Developing employment initiatives through the Council's Good Work scheme as well as identifying new opportunities with DWP and the Worthing Chamber of Commerce to enhance training and employment opportunities in the town are included in the Roadmap and Action Plan .

### **2. Social**

#### **2.1 Social Value**

Tackling cost of living pressures is a priority for Worthing Council, and in July 2022, Council endorsed a motion declaring a cost of living emergency for the town and calling for significant and urgent local and national measures to be put in place to respond. There is a clear recognition that following the impact of the pandemic on Worthing communities, in particular for more vulnerable households, there is a need to act urgently to help alleviate income pressures. This is not something that the Council can do alone - it needs to work collaboratively with other parts of the community, business and voluntary sector organisations, residents, and local communities across Worthing.

#### **2.2 Equality Issues**

An equalities impact assessment was carried out for the cost of living project at an early stage of its development. In summary it found that:

- Vulnerability to rises in the cost of living are closely associated with poverty and social exclusion. Issues around health, employment, education and wellbeing are all exacerbated by financial stress but can also be factors that lead to its creation. Therefore, those already most socially disadvantaged are likely to be those most at risk of not coping.
- Those already most socially disadvantaged are likely to be those most at risk of not coping. This includes groups such as those protected through the Equality Act 2010, but

also those living in Adur and Worthing most disadvantaged neighbourhoods and in relatively expensive private accommodation where rents are rising.

- Many residents will experience cumulative disadvantages as they are from a number of affected communities and are living in areas or have tenures characterised by most challenging circumstances. For example older people, lone parents, carers or those residents who have a known disability and are unable to work, struggling to find work and are on benefits are particularly vulnerable.

Further work will be undertaken to ensure that equalities assessment is part of all of the initiatives captured in the Roadmap.

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

There are risks of growing social discontent as cost of living impacts escalate so intervening to try to support the community more effectively is a mitigating strategy.

### **2.4 Human Rights Issues**

No, this proposal does not impact adversely on people's human rights.

## **3. Environmental**

The energy efficiency components of the Cost of Living Roadmap also meet climate action goals.

## **4. Governance**

The Cost of Living Roadmap aligns with Council's core objectives as set out in its Thrive Mission as well as with a number of Council policies such as the 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing, which identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'.

This is an important strategy in reputational terms and Council will need to ensure that it is responsive to partners and to the community in the delivery of the Roadmap.

This programme of work requires extensive resourcing, both within existing workstreams for Council teams, but also as a project in itself. It needs project management and communications support at a minimum to ensure that it can be delivered effectively.

## Appendix 1

### A Cost of Living Roadmap for Worthing

There is growing evidence to show the impact that rising costs and inflationary pressures are having on residents in Worthing. Whilst all households are impacted upon, increases in energy, food and fuel prices are disproportionately affecting lower income families, lone parents, couples without children, those with disabilities, single income households, and those on fixed incomes. The cumulative impact of inflation is now having an impact on a growing number of households, including new households that have not had to access financial support to date. There is evidence of more severe, and wider effects, of cost of living increases and this will only grow over the winter months and into 2023.

Tackling cost of living pressures is a priority for Worthing Council, and in July 2022, the Council endorsed a motion declaring a cost of living emergency for the town and calling for significant and urgent local and national measures to be put in place to respond. There is a clear recognition that following the impact of the pandemic on Worthing communities, in particular for more vulnerable households, there is a need to act urgently to help alleviate income pressures. ***This is not something that the Council can do alone - it needs to work collaboratively with other parts of the community, business and voluntary sector organisations, residents, and local communities across Worthing.***

This work will build on the legacy of work the Council has already done in responding to the pandemic. As an early response to the cost of living crisis, officers held two *Cost of Living Roundtables* in March and June 2022 with representatives from a range of cross-sectoral agencies. These Roundtables were an opportunity for stakeholders to acknowledge the cost of living problem, and to begin the conversation with partners about what priorities should be moving forward. Following the Roundtables, quarterly *Cost of Living Strategic Group* meetings comprising all local stakeholders, will be held to build a collaborative and cross stakeholder approach to developing and delivering a Cost of Living Roadmap.

The *Worthing Cost of Living Roadmap* details the high level actions that the Council and its partners in the not for profit, government and private sectors will take to address the impacts of the rising cost of living. Further detail about the initiatives, including who will lead on their delivery, timeframes, and measures of success, are set out in an accompanying Cost of Living Action Plan. A 'partnership working group' has been convened to provide more immediate guidance on implementation of the Roadmap and Action Plan, and a number of time limited working groups have been set up to drive delivery of specific initiatives, including housing and homelessness, ethical debt and data sharing. Worthing Council is providing and funding administrative support and project management for implementation of the Roadmap.

## **A Roadmap for Change**

This Roadmap builds on significant work that has been done or is already underway. It creates urgency in how stakeholders can collectively assist people in need, including work that is focused on meeting emergency needs, such as delivering more sustainable food outcomes through an active food partnership, work around homelessness prevention, and the Proactive project which uses data led approaches to deliver early intervention for at-risk households.

The Cost of Living Roadmap recognises that there are several compounding impacts converging on households now which are also likely to continue for some time given the current economic climate. This means that the Roadmap has to incorporate multiple approaches to providing residents with support, and needs to recognise these complexities in a broad range of actions to be taken across the service system which balance short term emergency needs with longer term outcomes. It is also critical that any cost of living initiatives support Worthing's sustainability work in relation to the climate crisis, including work to deliver more energy efficient homes or develop a sustainable food system.

Worthing Council's role is one of stewardship - coordinating and supporting implementation of the Roadmap's programme of work. Whilst Council is the lead agency for some actions in the Roadmap, its role is to facilitate delivery by partners of the full suite of initiatives in relation to four major areas of focus:

1. Coordinating an urgent response to the cost of living emergency through helping to meet short term need
2. Developing a sustained and co-ordinated community response to ensure that residents who are vulnerable and most at risk of experiencing financial exclusion are able to achieve better financial wellbeing and resilience
3. Considering Council's own organisational culture, policy and practice to ensure it addresses the cost of living crisis
4. Ensuring partners in Worthing work collaboratively to better utilise resources to meet community needs and promote financial wellbeing and resilience

Urgent action is being taken by the Council and its partners to provide a safety net for those households facing the most severe impacts including maximising benefit and income support entitlements, and the provision of food. The Roadmap will also look to put in place sustainable measures for addressing underlying issues, for example financial exclusion, debt management, a food plan for Worthing, and reducing people's energy use. It will also consider place-based initiatives in response to the cumulative needs of neighbourhoods within Worthing.

Whilst the Cost of Living Roadmap is facilitated by the Council, the effort to deliver it has to be collective involving its partners (WSCC, the NHS, education services, voluntary and community sector partners and local businesses), and most importantly, the community. The Council will grow its own capabilities around ‘participation’, and involve people and communities more, enabling them to take a more active and influential part in decisions that are likely to affect them. However, Worthing Council and its partners cannot address all of the cost of living issues affecting local communities and there needs to be advocacy in support of additional national measures that could assist.

### **What do we want to achieve?**

This work sits within the Councils’ Thriving People agenda, with everyone having the means to lead positive, healthy and independent lives, rather than simply having to make ends meet. People need to be included and valued in their local communities, participating in decisions about their area and the services and support they receive. The Cost of Living Roadmap forms a key part of Council’s Thrive Mission: **People are healthy and resourceful and can access the right help when they need it.** This aims to challenge and change:

- Structural inequality which exists within our communities and relative deprivation
- Power imbalance in the system
- Reliance on national / global rather than local supply

The Cost of Living Strategic Group partnership and Roadmap are designed to address the question **‘how can we all best support residents during a time of severe and challenging cost of living pressures’**, and the Action Plan sets out the measurable impacts that will be used to test the success of both the overarching strategy and also specific initiatives. Impact measurement is focused on what it is that the Council and partners can actually influence/change.

The main objective of the partnership and the Roadmap is to provide a framework to facilitate all agencies in supporting as many people as possible to be able to cope with the cost of living pressures over the next 12 months to three years. It aims to:

- support households to be as financially resilient as possible
- support communities to help each other and those in most need
- help to reduce cost impacts on people
- develop sustainable approaches to address income inequalities

These objectives will be supported by an approach that addresses all major cost of living impacts, including:

- Energy and utility costs
- Housing costs
- Access to food
- Financial exclusion - access to ethical loans and ethical debt management

There are also broader objectives that have to be considered in supporting the community to be resilient in the face of cost of living impacts. Continuing to deliver a sustainable economy for Worthing is fundamental in providing support for many households and enabling residents to thrive, be resilient and connected. As part of this Roadmap Worthing Council will be focusing on using its finite resources to support and deliver this work and leverage other resources from our system partners.

The Worthing Cost of Living Roadmap will also be informed by the issues raised by residents as part of the 'Big Listen' project. Resident customer engagement and equalities impact assessment will be incorporated into activities in the Roadmap, including for people facing barriers in accessing support or services, and this work will support the Council's wider participation agenda.

The cost of living landscape will change over the three year period of the Roadmap which means it will need to be a flexible and nimble document. Some initiatives can be more detailed in the early phases, but some will require time for more significant development. The Roadmap will be reviewed by the Strategic Group annually and amended to reflect changing circumstances as needed.

### **Why do we need a Cost of Living Roadmap?**

Recent forecasts are that inflation will rise to above 11% in 2022 and recent commentary indicates that it could reach as high as 15% by the start of 2023. This is an average figure for all households - for low income households who spend much more of their income on energy and food costs, the inflationary impact will be higher. The energy price cap is predicted to rise to £3,244 per year in October 2022 and then to rise again to £3,729 a year from April 2023. Food costs are set to rise by upwards of 15% in 2022, the highest level in 20 years, and fuel costs were also at record levels in July 2022.

Staff in government and non-government agencies with lower relative incomes are also now being affected by cost of living impacts, and there is increasing evidence that a broader group of households and lower income workers are starting to access food banks and other support services, and are falling into debt and rent or mortgage arrears. The housing affordability crisis, with sub-standard and expensive private rental, and the lack of social and affordable housing options, are compounding factors for many people struggling with price and inflation impacts.

Harder to measure but as important, is how the pressures on people managing household budgets during the cost of living emergency will impact on their mental health and emotional wellbeing. The Money and Mental Health Policy Institute has said that around half of people in debt also have a mental health issue. Demands for support services will increase and represent some of the hidden costs of the crisis.

The 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'. This was apparent even before recent inflationary increases. The Marmot Review and The Human Rights Commission both found that the pandemic disproportionately affected those communities already experiencing significant health and wellbeing inequality, including older people, those with pre-existing health conditions (including mental health), those on low incomes and in insecure employment and housing. The pandemic also significantly affected minoritised ethnic communities, young people and those with disabilities. This means that for many Worthing residents, most cost of living impacts are serving to compound existing inequalities.

Specific information about what is happening to vulnerable households in Worthing has been collected as part of the Proactive pilot. Proactive seeks to intervene early to support households who are at risk as a result of their financial circumstances. The Low Income Family Tracker (LIFT) provides information predominantly about residents in receipt of Housing Benefit, or Council Tax Support. Locally, about 25% of Universal credit recipients also receive council tax support, so LIFT shows us what is happening to a quarter of Universal Credit recipients as well as to those receiving council administered benefits.

Data for June 2022 shows that a total of 10,698 households appeared in LIFT. 4,278 households were in relative poverty, of which 2,618 live in Worthing. In Worthing, 3,021 were in fuel poverty, 6,272 in water poverty and 893 in food poverty<sup>1</sup>. Looking at all the Adur and Worthing households in LIFT, the numbers 'coping' (i.e. where household income exceeds expected costs by £100+pcm) is relatively stable, but showing a small decrease between May and June. The number of households struggling (i.e. where household income exceeds costs by £0-£100 pcm)

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<sup>1</sup> See Policy in Practice [Metrics/definitions](#)



increased by 39 households May to June, and the number of households in crisis (i.e. where household income is insufficient for housing) increased by 6 households May to June.

### **What's been done so far?**

There has been significant investment by the Councils in supporting lower income households and those in financial difficulty prior to the current emergency, including discretionary housing payments, and a Council Tax Hardship Fund for Worthing. Information about the support that Council has already provided can be found [here](#). The Roadmap represents an opportunity to consolidate that investment and put in place longer term and more sustainable solutions.

Between 2021 and 2022 Adur and Worthing Councils Received Contain Outbreak Management Funding (COMF) totalling £859,000 which was allocated across a number of core areas of work including many designed to address the financial and social impacts of Covid on more vulnerable communities and residents. These included:

- Supporting and enabling financial capability for our communities:
- Supporting and enabling people back into Good Work
- Prevention and early intervention work with vulnerable groups, including mental health and emotional wellbeing
- Assisting the 'emergency food partnership'
- Engaging and supporting vulnerable young people in our communities and places
- Undertaking development work with minoritised communities, including volunteering

In 2021 the Councils established the 'Proactive Pilot'. Proactive was designed to offer support to people at an early stage of debt, Council Tax or social housing debt to try to prevent an increase in that debt and to ensure people were accessing all their entitlements and income supports. The Pilot trialled a new way of working for the Councils, with staff working in a cross-service, person centred and data led way designed to empower people and build their capacity to manage debt related issues. To date Proactive has attempted to establish telephone contact/support with approx 900 households in Adur & Worthing and has made contact with 350 of those and advised/supported 250 across both councils (noting that some residents contacted do not want to engage and others cannot be contacted at all). The Pilot was designed to test the success of a five step pathway that identifies/contacts/supports residents, and also measures the financial impact of that work.

The Proactive pilot demonstrated that contacting people directly to talk about their financial situation is a successful approach, and that it improved household incomes, and/or reduced household debts, for a high proportion of those people worked with. There is a strong case that the proactive model contributes to helping people impacted by the increasing costs of living, and will form a key learning for Worthing Council in developing a more responsive and integrated front facing service for more at risk residents, and one that can be scaled up.

### Principles guiding the Roadmap

The following principles will guide implementation of the Roadmap. We will:

- build equity into all of the work we do to meet the needs of our diverse communities
- focus on early intervention and prevention responses - moving from the reactive to the preventative
- build capacity, resilience and cohesion for people and communities to support their independence
- work in a participatory way with people and communities
- collaborate with service partners and communities

## The Cost of Living Roadmap

September 2022 to August 2024

	<b>Now: 0 to 6 months</b>	<b>Next: 6 to 18 months</b>	<b>Future: 18 - 24 months</b>
<b>Support our food banks which are the frontline of community action:</b>	<ul style="list-style-type: none"> <li>● Provide funding to support emergency food distribution and infrastructure support for the food network               <ul style="list-style-type: none"> <li>- Establish a 'cost of living fund' to support short term needs with more sustainable and longer term support</li> <li>- As part of this fund set up a grants process for</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Phase two of the food hub to be developed and shaped</li> <li>● Continue to develop the food poverty action plan and associated actions</li> <li>● Community fundraising model developed / embedded</li> </ul>	Sustainable model established that responds to crises and actively helps residents out of vulnerability

	<p>food/community groups in Worthing</p> <ul style="list-style-type: none"> <li>● In collaboration with the Food Network establish a 'food hub' for use as a co-working space for food groups and associated community based groups tackling the cost of living</li> <li>● Commence development of a Worthing Food Poverty Action Plan, focusing on: <ul style="list-style-type: none"> <li>- work with businesses to increase food supplies to local groups</li> <li>- enhancing collaboration between groups around shared food opportunities and infrastructure</li> <li>- sustaining food supply focusing on food waste</li> <li>- build on Fareshare / UKHarvest relationships</li> <li>- a local supply chain for food banks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Develop a food supply system which ensures that surplus food waste is being directed to food banks</li> <li>● Engage with businesses to provide support to food providers</li> </ul>	
<p><b>Maximising ways to address fuel poverty:</b></p> <ul style="list-style-type: none"> <li>- Accessing funding</li> </ul>	<ul style="list-style-type: none"> <li>● Work with Southern Water and local energy suppliers to support the cost of living work and the ethical debt</li> </ul>	<ul style="list-style-type: none"> <li>● Deliver an energy efficiency engagement campaign</li> </ul>	

<ul style="list-style-type: none"> <li>- Working with providers locally</li> </ul>	<p>approaches</p> <ul style="list-style-type: none"> <li>• Work with Southern Water to identify funding/support for this work</li> <li>• Work with WSCC and other partners to explore fuel vouchers for key workers or alternative supports</li> <li>• Implement legislation relating to the effectiveness, efficiency and economy of heating in the private housing sector through Private Sector Housing compliance work</li> <li>• Work with others to provide 'warm spaces' in Worthing for people unable to pay fuel bills</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver grants and administrative capacity to target and support households in fuel poverty through energy efficiency and energy reduction measures (UK Shared Prosperity Fund)</li> </ul>	
<p><b>Keep people in their homes safely:</b></p> <ul style="list-style-type: none"> <li>- Interventions with landlords</li> <li>- Maximise supply of social housing</li> </ul>	<ul style="list-style-type: none"> <li>• Join up with other social landlords around ethical debt practices and management</li> <li>• Review use of 'affordability assessments' by social housing landlords</li> </ul>	<ul style="list-style-type: none"> <li>• Look to re establish the County-wide housing and homelessness group</li> <li>• Relaunch the Homelessness Forum and establish a Landlord Roundtable to support a cohesive partnership approach to</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the new Homelessness and Rough Sleeping Strategy</li> <li>• Support our partners to increase supply of affordable homes</li> </ul>

	<ul style="list-style-type: none"> <li>● Opening Doors - working with private sector landlords to improve move on options</li> <li>● Consider options to support small landlords considering selling up</li> <li>● Work with the Sussex Partnership Foundation Trust to put in place a Housing Specialist working in mental health settings</li> <li>● Use Personalised Housing Plans to support those in housing need maximise income / manage debt and access the support they need</li> </ul>	<p>sustaining tenancies and develop our supplies of affordable homes.</p> <ul style="list-style-type: none"> <li>● Develop an older persons strategy to ensure the housing needs are met for our older residents</li> </ul>	
<p><b>Target financial support where its most effective:</b></p> <ul style="list-style-type: none"> <li>- Accelerate ethical debt work</li> <li>- Open up options for ethical borrowing</li> <li>- Pooling internal support scheme across communities directorate</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure the Councils' website effectively signposts people to cost of living support</li> <li>● Offer at risk households early intervention services in relation to income and debt through Proactive</li> <li>● Introduce an ethical debt recovery approach for</li> </ul>	<ul style="list-style-type: none"> <li>● Provide financial support to people through an extension of the Proactive Project (UK Shared Prosperity Fund)</li> <li>● Develop a toolkit and training package for staff, councillors and other stakeholder across the service system</li> </ul>	<ul style="list-style-type: none"> <li>● Establish a No Income Lending Scheme (NILS) for the most financially excluded residents (UK Shared Prosperity Fund)</li> </ul>

	<p>Council Tax debt</p> <ul style="list-style-type: none"> <li>● Support people financially and co-ordinate access to financial support: <ul style="list-style-type: none"> <li>- Household Support Fund</li> <li>- Council Tax Support Additional discretionary payments</li> <li>- Discretionary Housing Payments (£150,517 for Worthing)</li> <li>- Up to £5 per week discretionary Council Tax Support for working age residents in Worthing</li> </ul> </li> <li>● Maximise resident take up of entitlements and supports</li> <li>● Provide information to staff about support, including relaunching the payroll loan repayment scheme for Council staff with Boom Community Bank</li> </ul>		
<p><b>Create person centred pathways - always moving 'upstream':</b></p>	<ul style="list-style-type: none"> <li>● Develop shared information about how to access support across the service system to</li> </ul>	<ul style="list-style-type: none"> <li>● Improve access to data and information across the system through:</li> </ul>	<ul style="list-style-type: none"> <li>● Explore options for improved access to online support including a single online</li> </ul>

<ul style="list-style-type: none"> <li>- Building on the work we have done with proactive</li> <li>- Create a pathway from community groups into proactive</li> </ul>	<p>support a no wrong door approach</p> <ul style="list-style-type: none"> <li>● Ensure the Councils' website effectively signposts people to cost of living support</li> <li>● Offer at risk households early intervention services in relation to income and debt through Proactive</li> <li>● Implement a Make Every Contact Count approach including through training people to prevent homelessness and locating staff in a food hub</li> <li>● Improve access to free digital services across the service system</li> </ul>	<ul style="list-style-type: none"> <li>- understanding who is most at risk</li> <li>- developing Adur and Worthing profiles and forecasting demand and gaps in service</li> <li>- piloting data sharing across the service system about communities and individuals commencing with the Wellbeing Team</li> </ul> <ul style="list-style-type: none"> <li>● Develop opportunities for the co-location of partner services, including drop in sessions</li> <li>● Introduce the Telljo system of wellbeing self assessment for more vulnerable people, helping to signpost them to support more effectively</li> </ul>	<p>portal for the service system for residents accessing information and support</p> <ul style="list-style-type: none"> <li>● Restructure Council support services to deliver a multi-disciplinary and person centred approach including exploring a one stop approach to support provision with 'no wrong door'</li> <li>● Develop a case management response for people with complex and enduring needs within Council and with external partners</li> </ul>
<p><b>A whole system approach:</b></p> <ul style="list-style-type: none"> <li>- How are we joining up with other partners?</li> </ul>	<ul style="list-style-type: none"> <li>● Hold quarterly Cost of Living Strategic Group meetings</li> <li>● Hold regular Partnership Working Group meetings</li> <li>● Develop communications capacity and a plan</li> </ul>		<ul style="list-style-type: none"> <li>● Develop cost of living support initiatives with Worthing businesses and the local Chamber of Commerce</li> <li>● Build relationships and shared approaches with Public Health based on objectives in the Adur and</li> </ul>

	<ul style="list-style-type: none"> <li>● Hold three pop up cost of living information sessions with partners in venues across Worthing</li> <li>● Set up a 'resident panel' to advise the partnership on implementing the Roadmap and its actions</li> <li>● Provide support to Cllrs to resource residents through the training and toolkit</li> </ul>		<p>Worthing Health and Wellbeing Strategy</p> <ul style="list-style-type: none"> <li>● Build a relationship with WSCC in relation to the education sector in Worthing</li> <li>● Work with the DWP and other partners to develop employment and training initiatives</li> </ul>
<p><b>Funding and resources:</b> where are we looking for additional resources?</p> <ul style="list-style-type: none"> <li>- NHS</li> <li>- WSCC</li> <li>- Grant funding for innovation</li> <li>- Crowdfunding with local businesses</li> </ul>	<ul style="list-style-type: none"> <li>● Work with the West Sussex Health and Wellbeing Board Board and system partners around the cost of living and resources</li> <li>● Design and implement a community fundraising model and match fund business contributions</li> <li>● Work with WSCC around good access to the HSF and other resources to support the cost of living</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a commissioning and contracting approach that targets funds to address cost of living impacts and optimises the use of existing assets</li> <li>● Identify opportunities to secure additional resources to address cost of living impacts</li> </ul>	





ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022

Key Decision [No]

Ward(s) Affected: N/A

## **Crime and Disorder Scrutiny - Interview with the Chairman of the Adur and Worthing Safer Communities Partnership**

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

### **Executive Summary**

#### **1. Purpose**

1.1 This report provides the Joint Overview and Scrutiny Committee (JOSC) with information on the work of the Adur & Worthing Safer Communities Partnership (A&WSCP) in order for JOSC to scrutinise the work of the A&WSCP and interview the Chairman of the Partnership, Councillor Kevin Boram.

#### **2. Recommendations**

2.1 That JOSC is asked to review the work of the A&WSCP and question Councillor Boram on the work being undertaken by the Partnership.

### **3. Context**

- 3.1 As part of its Work Programme for 2022/23, JOSC have agreed to scrutinise the work of the A&WSCP.
- 3.2 Councillor Kevin Boram will be present to speak on the work of the A&WSCP and JOSC will have the opportunity to question him.

### **4. Issues for consideration**

- 4.1 JOSC has the responsibility under the Police and Justice Act 2006 to scrutinise crime and disorder and the work of the A&WSCP. As part of its crime and disorder scrutiny role, JOSC are asked to consider the role of the A&WSCP. The Committee are entitled to ask for further investigation into items where they may not be satisfied with the progress.
- 4.2 The Adur & Worthing Safer Communities Partnership is a multi-agency partnership with the shared vision of reducing crime and disorder; working together to make Adur and Worthing a safer place to live, work and visit. The partnership recognises that making a community safer is not just about tackling crime and disorder; it's about how safe people feel in their own communities. Cutting crime and its causes, and the fear of crime, should involve everyone in the community- it's not just the job of the police.
- 4.3 The A&WSCP has a statutory duty to reduce crime and disorder. The Partnership includes representatives from a range of agencies:-
  - Adur & Worthing Councils
  - Sussex Police
  - Sussex Police and Crime Commissioner PCC (Previously the Sussex Police Authority)
  - West Sussex County Council
  - West Sussex Fire & Rescue Service
  - NHS West Sussex
  - Sussex Probation

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

- 4.4 The Safer Communities Partnership has reviewed its priorities for 2021- 2024 and developed a 3 year Safer Communities Strategy for 2021-2024. [Safer Communities Strategy 2021-2024](#)

## **5. Engagement and Communication**

- 5.1 The JOSOC Chairmen and Vice-Chairmen, relevant Officers and the Chairman of the Safer Communities Partnership have been consulted on the contents of this report.

## **6. Financial Implications**

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

## **7. Legal Implications**

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.4 Under the relevant Sections of the Police and Justice Act 2006, the Councils have authority to undertake crime and disorder scrutiny and scrutinise the work of the Safer Communities Partnership.

## **Background Papers**

None.

### **Officer Contact Details:-**

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## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered and no direct issues identified.

### **2. Social**

#### **2.1 Social Value**

Matter considered. Improved community safety and a reduction in crime and disorder issues can lead to improved social value for local residents and communities.

#### **2.2 Equality Issues**

Matter considered and no direct issues identified.

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

The Adur and Worthing Safer Communities Partnership has a statutory duty to reduce crime and disorder and make Adur & Worthing a safer place. Constructive Scrutiny of the work of the Partnership will help in achieving that vision.

#### **2.4 Human Rights Issues**

Matter considered and no issues identified.

### **3. Environmental**

Matter considered and no issues identified.

### **4. Governance**

Matter considered. Under the relevant Sections of the Police and Justice Act 2006, the Councils have authority to undertake crime and disorder scrutiny and scrutinise the work of the Safer Communities Partnership.



ADUR & WORTHING  
COUNCILS

Worthing Joint Strategic Sub-Committee  
5th December 2022

Joint Overview and Scrutiny Committee  
24th November 2022

Key Decision [Yes/No]  
Ward(s) Affected: All

## 2023/24 Budget update

### Report by the Director for Digital, Sustainability & Resources

#### Officer Contact Details:-

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#### Executive Summary

##### 1. Purpose

- 1.1 This report provides members with a progress report on the delivery of our financial strategy for 2023/24, along with details of the proposals that will help deliver a balanced budget for the next financial year and beyond.
- 1.2 The report outlines the medium term financial challenge through to 2027/28 and updates members, where possible, on government funding proposals.
- 1.3 Contained within this report are specific budget proposals to increase income, to deliver efficiency, and other savings initiatives for 2023/24.
- 1.4 The following appendices have been attached to this report:
  - (i) **Appendix 1** 5 year forecast for Worthing Borough Council
  - (ii) **Appendix 2** Committed growth items for Worthing Borough Council
  - (iii) **Appendix 3** Savings proposals to be approved; and
  - (iv) **Appendix 4** Schedule of proposed use of capital receipts to support the delivery of the budget savings.

## 2. Recommendations

- 2.1 The Joint Overview and Scrutiny Committee is asked to consider the report with respect to delivering a balanced budget for Worthing Borough Council and make comments on the savings proposals to the Worthing Joint Strategic Sub-Committee.
- 2.2 The Worthing Joint Strategic Sub- Committee is recommended to:
- (i) Note the current 5 year forecasts at appendix 2a;
  - (ii) Note the committed growth items as set out in appendix 2b;
  - (iii) Approve the proposed savings as set out in appendix 2c subject to any changes arising from consultation;
  - (iv) Recommend to council to approve the use of capital receipts to support the delivery of the budget as set out in Appendix 2d.

## 3. Context

- 3.1 The Joint Strategic Committee considered the outline 5-year forecast for 2023/24 to 2027/28 and the Budget Strategy on 5th July 2022, which was subsequently adopted by each full Council. At this stage in the budget cycle, the report identified the following cumulative shortfalls in funding for the General Fund:

	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Worthing	2,702	4,341	5,209	5,933	6,381

- 3.2 The report built on the previous strategies whose aim was to ensure that the Councils would become community funded, reliant only on income from trading and commercial activities, council tax income and business rate income. While the new administration in Worthing is developing its economic approach, this strategy has continued as the underlying principles are sound and continue to apply to our context.
- 3.3 The report to the JSC in July also identified that both Councils were under financial pressure. The major factors behind this are the current level of

inflation, the impact of the economic downturn and the impact of resolving the waste dispute. The most recent monitoring confirms that the likely overspend will be £2,017,000.

If the overspend is as predicted, by the end of the financial year, Worthing Borough Council's reserves will be significantly depleted and will require rebuilding to a more sustainable position over the next few years.

3.4 With this strategy in mind, the Councils had already set-up several strategic programmes which are responsible for taking forward key initiatives aimed at delivering savings for the future. These are now in the process of being reviewed in the context of Our Plan and new political priorities but the overarching structure is sound and we continue to organise our work in these programmes:

1. The Major Projects programme leads on delivering regeneration projects to increase employment space and additional housing;
2. The Strategic Asset Management programme will lead on delivering the income growth associated with the Strategic Property Fund and any proposed new developments;
3. The Commercial programme is developing initiatives for income growth from commercial services and seeks to improve the customer experience;
4. The Affordable Homes Working Group leads on initiatives to improve the supply of affordable homes and to reduce the cost of temporary and emergency accommodation; and
5. The Corporate Landlord programme which seeks to rationalise accommodation use and generate capital receipts from the sale of surplus assets and thereby reducing the costs associated with funding priority projects identified in the Council strategic plans.
6. The Service and Digital Redesign Programme which continues to deliver new digital services and improvements to existing systems.

3.5 As part of the budget strategy, these programmes were set explicit targets for the delivery of the 2023/24 budget as follows:

	Adur £'000	Worthing £'000	Total £'000
Strategic Property Investment Programme	-100	-100	-200
Commercial Programme	150	450	600
Service and Digital redesign programme	80	120	200
Corporate Landlord Programme	30	105	135
	160	575	935

The overall success in delivering the savings targets is detailed at appendix 3.

- 3.6 The approach to delivering a balanced budget was changed this year in light of the in-year pressures detailed above and the ongoing work to develop a new operating model to reflect the new corporate plan - 'Our Plan' which has been developed to ensure delivery of the priorities of both administrations. Our Plan provided the framework for budget challenge work, which prioritised savings that protected staffing levels and services.

Two rounds of budget challenge were completed over the summer: budget challenge #1 and #2 with the Organisational Leadership Team (OLT). Teams worked at pace to address both the in-year gap and to get ahead and start to build the 23/24 budget.

A third round of budget challenge work carried out early in the autumn captured potential savings from staff and service changes to address the residual budget gap. Building on the principles in Our Plan, teams worked together to open up opportunities where they could work differently and preserve services to residents.

- 3.7 The forecast has also been shaped by information captured on financial planning returns that provide a link between service planning and financial planning. This has been used to identify potential additional savings and committed growth items.
- 3.8 Individual savings proposals are subject to consultation with officers of the Council, Executive members, and the members of the Joint Overview and Scrutiny Committee prior to approval by the Councils of the overall budget in February.
- 3.9 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 Worthing Borough Council budget before the Joint Strategic Committee considers and agrees proposals for the savings identified to date. Members of the Committee should be aware that at the time of writing some of the savings were still being verified and so the savings presented may change marginally. The minutes of the Joint Overview and Scrutiny Committee will be available for members of the JSC sub-committee at the meeting.

3.9 At the time of writing this report, the Government had postponed the latest fiscal event (The Autumn Statement) until the 17th November. It is expected that this will provide some insight into key matters affecting the Councils financial future such as:

- The Council Tax referendum limit for 2023/24. The medium term financial plan currently plans for a 2% referendum limit. As as September 2022 CPI was 10.1% consequently the referendum limit may be higher allowing the Councils the flexibility to further increase Council Tax to balance the budget if needed and following consultation with the public;
- The increase for business rates and whether there will be any extension to business rate reliefs;
- The future of the energy support scheme currently in place until the end of March 2023; and
- The quantum of funding available for local government although the detailed impact of this will not be known until the draft local government settlement is released. This would usually happen late in December.

3.10 There will be a further report after Christmas which will detail the local government settlement, the final proposed budgets for the year, any further savings identified, requests for investment into services and the amount to be drawn from reserves, if any. The proposed Council Tax increase for 2023/24 is scheduled to be considered by Cabinet on the 1st February 2023.

#### **4. Update of the 5-year Forecast**

4.1 The updated forecast for the General Fund is attached at Appendix 1. This has been revised in the light of latest information from Government, interest rates, and unavoidable service growth, offset by compensatory savings. This overall forecast will continue to change in the coming months as the detailed work on the budget progresses and once the details of the settlement to Local Government is known. As a result, the overall position

will inevitably change over the next two months.

- 4.2 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:

	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
<b>Worthing</b>					
July Forecast	2,702	4,341	5,209	5,933	6,381
November Forecast	3,390	5,344	5,866	6,586	6,930
Reduction (-) / increase (+)	688	1,003	657	653	549

The main changes to the forecast for 2023/24 are summarised in the table below:

<b>Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 5<sup>th</sup> July 2022</b>	
	<b>Worthing</b>
	<b>£'000</b>
<b>Original 2023/24 budget shortfall</b>	<b>2,702</b>
<b><i>Changes to income from grants and taxation:</i></b>	
(a) Changes to the income from Council Tax	25
(b) Impact of current forecast Council Tax Collection Fund deficit / surplus (-)	3
(c) Review of the impact of the introduction of the new Council Tax Support Scheme	-86
<b><i>Other changes:</i></b>	
(d) Review of inflationary provisions including energy costs	393
(e) Impact of interest rates:	
Increased investment income	-120
Increase in costs associated with the capital investment programme	658

<b>Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 5<sup>th</sup> July 2022</b>	
	<b>Worthing</b>
	<b>£'000</b>
(f) Impact of triennial review of the pension fund	-237
(g) Impact of removal of 1.25% National Insurance payments	-111
(h) Changed assessment of impact of the Environment Act	-96
(i) Final impact of 2022/23 pay award and the settlement of the dispute	236
(j) Net committed growth items identified by Service Heads (See Appendix 1 and 2)	113
(k) Removal of contingency budget for committed growth	-90
<b>Revised Budget Shortfall</b>	<b>3,390</b>
(l) Potential savings identified to date (Appendix 3)	-3,203
<b>Resources in hand (-) / current shortfall</b>	<b>187</b>

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

(a) Council Tax base for 2022/23:

Following the completion of the Council Tax Base return (CTB1) for each Council, the Council Tax Base calculation has now been revisited.

For Worthing, whilst there is an increase in the number of dwellings, the impact of this has been offset by an increasing amount of cost associated with the Council Tax Support Scheme and other discounts.

(b) Collection fund deficit:

The Councils Collection Fund for Council Tax expected year end position for 2022/23 has changed, within Worthing the overall position is largely as expected

Due to the pandemic, the government changed the regulations in 2020/21 to allow any in-year deficits relating to 2020/21 to be recovered over a three year period (2021/22 - 2023/24). Consequently, the loss to be recovered is as follows:

	<b>Worthing</b>
	<b>£'000</b>
Changes to 2021/22 year end position	241
2020/21 deficit to be recovered in 2023/24	321
In-year surplus (-)	-212
Deficit / Surplus (-) expected by 31 <sup>st</sup> March 2023	350
Council share of deficit / surplus (-):	
2023/24	43

However, any surplus or deficit must be viewed in the context of the significant amount of tax collected by both Councils. Worthing Borough Council collects £80.5m per year.

(c) Impact of changes to the Council Tax Support Scheme:

The impact of the removal of the £5.00 restriction on Council Tax Support awards has recently been reassessed to reflect the current level of awards made and improved information on the likely impact of the removal.

(d) Review of inflationary provisions including energy costs:

The impact of likely changes to the energy costs have been reassessed. Currently we are expecting the cost of gas to increase by 380% and electricity by 190% which is a further increase on the assumptions made in July when we assumed that electricity would increase by 50% and gas by 300%.

There is a degree of uncertainty about the future cost of energy, partially as the energy market is very volatile at the moment and partially as there is a degree of uncertainty about any future support from the government towards energy inflationary pressures. The budget currently assumes that the energy support measures will end in March 2022.

The inflation provision will be reviewed in December after the Autumn Statement.

(e) Impact of interest rates

Interest rates have been increasing throughout 2022/23. To put this into context:

	2021/22	Quarter 1 2022/23	Quarter 2 2022/23
Average base rate	0.21%	1.0%	1.92%
Weighted average return on investments	0.57%	1.17%	2.88%
Return on the CCLA property investment fund	4.18%	3.61%	3.90%
Weighted average cost of borrowing	0.30%	3.01%	4.41%

Base rates have been increased in November to 3% which will further increase both investment and borrowing rates for 2023/24. A revised assessment of both the cost of borrowing and likely investment income has been included in the Medium Term Financial Plan

(f) Impact of triennial review of the pension fund

The Pension Fund contributions are subject to a three yearly review. The 2022 review by the actuary has estimated that all of the future liabilities are now fully funded:

Funding position	As at 31/3/2019	As at 31/3/2022
Worthing	89%	105%
Joint Strategic Committee	119%	128%

As a result of the funding position, the pension contributions to the fund will reduce for the next three years.

(g) Decrease in national insurance contributions.

In 2021/22 the Government announced an increase to national insurance payments of 1.25% which would be set aside to fund

improvements in health and social care. However with the appointment of a new Prime Minister, this increase was reversed with effect from the 7th November 2022.

(h) Changed assessment of impact of the Environment Act

The Council is still awaiting details of the proposed regulations for new collection requirements for food waste and recycling, including time scales and any likely new burdens funding for the associated changes.

It will be vital to work in partnership with the County Council regarding the new requirements, developing a funding model that enables the new services to be delivered.

The impact for 2023/24 has been revised and will be reviewed once more information is forthcoming on both the timescales for implementation and the overall cost. At this stage it is still unclear when more guidance from the government will be provided.

(i) Final impact of 2022/23 pay award and the settlement of the dispute

The pay award has now been agreed for 2022/23 at £1,925 per spinal column point which is an average increase of 5.82%. This is higher than the previous estimate of a 5% average increase.

The negotiation with the Unions have concluded regarding the waste dispute with the final details of the settlement now known. Overall the cost impacts can be broken down as follows:

	Worthing £'000
Final impact of pay award	136
Final impact of waste negotiations	100
	236

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

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

(k) Removal of contingency budget for committed growth.

The outline forecast allows for some resources for unidentified items at an earlier stage in the budget development, this can now be removed.

(l) Savings Identified by Service Heads:

This is the sum total of the savings proposals identified via the Service pro-formas. A full breakdown of the items identified is included within Appendix 3.

## 5. Future Strands Of Work

5.1 There are a number of strands of financial work still to be completed which will influence the final 2023/24 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 final confirmation of the amount of grant that it will receive until late December or early January.

Any New Homes Bonus for 2023/24, if the scheme is continued, will be confirmed as part of settlement.

(b) Business Rate Retention Scheme:

A full reassessment of the business rate income will be made later in the year when a better estimate of the impact of the appeals and likely level of income can be made.

(c) Council Tax income:

The Councils will need to consider what level increase is to be made to Council Tax. The current forecast assumes a 2.0% increase for 2023/24. This is equivalent to an average (Band C) **annual** increase in

the Councils' part of the Council Tax bill of £4.49 for a property in Worthing Borough Council.

The Councils are still waiting for confirmation of the referendum limit for 2023/24 which may be announced as part of the Autumn Statement, however there have been indications that the referendum threshold will be set at 2% per annum for Council Tax. A final decision on Council Tax referendum thresholds will be confirmed at the provisional Local Government Finance Settlement.

The decision on the level of Council Tax increase will depend on a number of factors which will not be confirmed until later in the year:

- i) The outcome of the Local Government Finance settlement
- ii) Any new cost pressures or savings arising
- iii) The need to reinvest back into services

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

## 6. Saving Proposals

6.1 The proposed detailed savings for 2023/24 are attached at Appendix 3 for consideration. The total saving proposals identified are:

	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Worthing</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Budget shortfall (as per appendix 1)	3,390	5,344	5,866	6,586	6,930
Savings identified to date	-3,203	-4,303	-5,078	-5,938	-6,798
Revised budget shortfall / Surplus (-)	187	1,041	788	648	132

6.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. Some initiatives are targeted for delivery within the current year, supporting the Councils' in-year position as well as 2023/24. The Councils have identified a significant amount of savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position.



6.3 Looking ahead to 2024/25 and beyond, the continuing financial pressure is not likely to ease especially if the fairer funding review is as significant as expected, however the proposed strategy will contribute significantly to meeting this challenge easing the burden on individual services as follows:

	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000
<b>Cumulative Budget shortfall (Appendix 1)</b>				
Worthing	5,344	5,866	6,586	6,930
<b>Less:</b> Savings identified for 2023/24	-3,203	-3,203	-3,203	-3,203
Savings yet to be identified	2,141	2,663	3,383	3,727
<b>Future savings initiatives:</b>				
Strategic Property Investment Fund	-452	-552	-652	-752
Commercial Programme	-450	-900	-1,350	-1,800
Service Redesign Programme	-120	-240	-360	-480
Corporate Landlord Programme	-78	-183	-373	-563
Total savings initiatives identified to date	-1,100	-1,875	-2,735	-3,595
Further savings to be identified by Heads of Service	1,041	788	648	132
Annual savings to be identified by Heads of Service	1,041	-253	-140	-516

\* The financial pressure in 2024/25 largely relates to the cost of funding major projects within Worthing Borough Council and the estimated impact of the fairer funding review.

6.4 Looking ahead to 2024/25, it is clear that the potential financial challenge is significant although much depends on the timing of the fairer funding review, the final extent of the impact and whether the new funding levels are phased in. That said, the Councils will need to continue to build on existing work streams in preparation for addressing the potential shortfall. To support the development of the future revenue budgets the following strands of work continue to be pursued:

i) A review of assets held:

The Councils hold a significant number of assets for the delivery of services and for community use. Many of these assets are in significant need of capital maintenance which the councils are struggling to fund despite having increased the size of the capital programme in recent years. The intention of the review is to reduce the number of such assets held whilst ensuring that the remaining assets held are fit for purpose with a fully developed asset management plan which identifies the maintenance requirements over the next 10 years. The Council may need to resource the review but hold the Business Development budget for this purpose.

ii) Addressing the cost of temporary and emergency accommodation:

The cost of providing homeless services is escalating due to demand-led pressures. In the 2022/23 budget, the net cost is £2,466,200 or 17.89% of the overall net budget in Worthing. Consequently reducing the cost is becoming more critical. Measures to improve the supply of both affordable homes and temporary accommodations are detailed within the Affordable Homes delivery plan.

There are three strands of work to help address this issue:

- i) Working on preventative measures via initiatives such as Proactive;
- ii) Improving the supply of Council owned temporary and emergency accommodation. Currently the average cost per night of bed and breakfast or hotel accommodation is £38.00. Whereas, Council owned accommodation is estimated to cost around £14.00 per night.
- iii) Expanding the opening doors initiative to improve the supply of affordable private sector accommodation;
- iv) Looking to improve the supply of affordable accommodation by working in partnership with Registered Social Landlords. There are a number of schemes being delivered locally which should improve the supply of lower cost tenure accommodation within Worthing.

Whilst some of these initiatives are longer term in nature, they should support the delivery of a balanced budget for some time.

## **7. Other budget matters**

### **7.1 Funding the costs of delivering the budget savings**

The savings identified represent service and staff changes which will require some investment up front, details of which can be found in Appendix 4. To deliver the expected level of savings the Councils will be required to fund a number of strands of work as follows:

- i) The costs of disposing assets to lever in capital receipts;
- ii) The costs associated with asset rationalisation;
- iii) A 2 year rapid digital improvement programme;
- iv) Any departure costs arising from the proposals including the review of the management team. The Councils are expecting less than 20 redundancies across the organisation which is equivalent to 3% of the workforce;
- v) Support to the organisational change programme which is delivering a new more resilient operating model for the councils based on the principles outlined in Our Plan.

The Digital Rapid Improvement Programme requires “burst capacity” to ensure delivery of significant digital transformation at pace, both to support delivery of the 2023/24 budget plan but also to enable delivery of further efficiencies to support the budget challenge in 2024/25. This means making sure we have got the capacity we need in the team to be able to deliver the change we need quickly. The Councils are very well placed with excellent in-house skills and low code digital development platforms. These need to be augmented with additional capacity and skills to be able to support a significant existing “business as usual” workload as well as the new Digital Rapid Improvement Programme. This digital transformation work is foundational to both our ambitions for resilience and a more adaptive organisation as outlined in Our Plan. An application for support is currently being made to the DLUHC “Future Councils” fund, which could support further growth in capacity if successful.

Overall the programme of work is expected to cost £494,680 over the next two years. This is set out in the capital flexibilities schedules at Appendix 4.

Given the level of reserves, it is planned to use the capital receipts flexibility regime which allows Councils to release capital receipts to fund initiatives to generate a saving. There is a restriction on the funding of departure

costs, only statutory redundancy and pension costs can be funded from capital receipts.

As at 31st March 2022, the Council held £477,690 for this purpose. Any minor receipts generated in 2022/23 will also be set aside together with a proportion of the receipts from the 2023/24 disposal programme for this purpose to ensure that the programme can be funded and that the reserves of the Councils are protected.

## **8. Conclusion**

- 8.1 The Council continues to deal with the impact of changes to Government funding and the impact of the current economic downturn whilst building capacity in the budget to take forward the key priorities of the Council. There is no prospect of any easing of the financial pressure for the next few years. We await the local Government Settlement in late December and early January which will give the Councils certainty at least for 2023/24.
- 8.2 The Council is in a fairly strong position to set a balanced budget with minimal use of reserves for 2023/24 depending on the outcome of the settlement. There is a significant programme of change required to be delivered by 31st March 2023 in order to secure this budget position, and the Chief Executive has established a Budget Challenge Programme Board to drive and track delivery. The Council is currently managing a significant level of financial risk arising from inflationary pressures and the economic downturn which the Bank of England forecasts to last until 2024 and so any remaining reserves should be earmarked to support the Council's risks over the forthcoming year.
- 8.3 The current reserves will be significantly depleted at the end of this financial year based on current forecasts, consequently if possible the Council should actively rebuild the reserves over the next few years to provide the Council with sufficient resources to manage the inevitable risks that we face. The early implementation of a savings programme with respect to the savings required to balance the 2024/25 budget would help in this regard.
- 8.4 The report to be presented to members after Christmas will bring together any last changes to the revenue budget, the impact of the Comprehensive Spending Review, the final implications of settlement and the final forecast of business rate income.

## **9. Engagement and Communication**

- 9.1 The Councils are planning to consult on any budget proposals which impact the public along with key budget changes proposed to deliver the ambitions set out in the Council's strategic direction and 'Our Plan' in December. The Council will also consult on the level of increase to Council Tax for each authority for 2023/24. The final form of the consultation will be developed in liaison with the Cabinet Member for Resources and the Leader.
- 9.2 Staff have been kept up to date on the development of these plans by the Chief Executive.
- 9.3 Officers and members have been consulted on the development of the savings proposals contained within the report. The savings will be presented to the Joint Overview and Scrutiny Committee to gain comment on the proposals.

## **10. Financial Implications**

- 10.1 The financial implications associated with the development of the budgets are detailed throughout the report.

## **11. Legal Implications**

- 11.1 The Local Government Act 2003 requires that the Councils set a balanced budget. This report demonstrates how the Councils intend to meet that requirement for 2022/23.
- 11.2 The Secretary of State for Ministry of Housing Communities and Local Government has issued a direction under the Local Government Act 2003 sections 16(2)(b) and 20: treatment of costs as capital expenditure which gives local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. Further statutory guidance has been released clarifying the extent to which departure costs can be funded from capital receipts restricting this down to statutory redundancy costs only.

## **Background Papers**

Report to Worthing Borough Council Executive 31<sup>st</sup> January 2022 - Budget Estimates 2022/23 and setting of 2022/23 Council Tax

Report to Joint Strategic Committee 7<sup>th</sup> July 2022 – Financial Performance 2021/22 - Revenue outturn.

Report to Joint Strategic Committee 7<sup>th</sup> July 2022 – Developing a revenue budget for 2023/24 against a backdrop of high inflation.

Statutory Guidance on the flexible use of capital receipts - Ministry of Housing Communities and Local Government

## **SUSTAINABILITY AND RISK ASSESSMENT**

### **1. ECONOMIC**

Matter considered and no issues identified

### **2. SOCIAL**

#### **2.1 Social Value**

Matter considered and no issues identified

#### **2.2 Equality Issues**

These proposals have been developed with regard to the Equality Act 2010. No proposals contained within the proposals would require a detailed Equalities Impact Assessment.

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

Matter considered and no issues identified

#### **2.4 Human Rights Issues**

Matter considered and no issues identified

### **3. ENVIRONMENTAL**

Matter considered and no issues identified

### **4. GOVERNANCE**

Matter considered and no issues identified

## Appendix 1

<b>WORTHING BOROUGH COUNCIL</b> <b>Revenue Budget Summary Statement 2022/23 - 2027/28</b>						
	2022/ 23 Base	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28
Net Spending to be Financed from Taxation	£'000	£'000	£'000	£'000	£'000	£'000
<b>Base budget</b>	<b>13,785</b>	<b>13,785</b>	<b>13,785</b>	<b>13,785</b>	<b>13,785</b>	<b>13,785</b>
<b>(a) Annual Inflation</b>						
Estimated inflation (with 4.5% allowance in 2023/34)		258	743	1,215	1,682	2,160
Impact of 2022/23 pay award (Assume 5.82% budget contains 2%)		646	659	672	685	699
Reduction in employers national insurance by 1.25%		(111)	(113)	(115)	(117)	(119)
<b>(b) One -off / non-recurring items</b>						
Local Elections (held three out of four years)		50	50	-	50	50
<b>(c) Impact of Cost of Living crisis</b>						
Additional pay award - Usually budget for 2% assume 4.5%		420	424	439	450	459
Gas and electricity (380% gas, 190% electricity)		914	914	914	914	914
Diesel (50% increase)		156	156	156	156	156
Leisure Contract		90	90	90	90	90
Removal of inflation contingency budget		(158)	(158)	(158)	(158)	(158)
<b>(d) Impact of funding the Council's priorities</b>						
Measures to reduce waste - Impact of the Environment bill		32	32	32	32	32
Refurbishment of High Street Car Park - Financing costs		148	148	148	148	148
Brooklands improvement programme - net costs		7	23	43	43	43
Bike share scheme (£52k already included in the 2022/23 budget)		37	37	37	37	37
Heat Network		-	121	121	121	121
General provision for future impact of major projects		-	284	484	684	684
<b>(e) Treasury Management</b>						
Financing costs - General Programme		868	1,588	1,880	2,124	2,274
Investment income		(239)	(311)	(423)	(549)	(702)
<b>(g) Other items</b>						
<b>Impact of waste dispute:</b>						
Impact of negotiation on salaries costs		260	260	260	260	260
Impact of dispute on net income		48	48	48	48	48
<b>Impact of Triennial review:</b>						
Reduction in pension rates		(33)	(34)	(35)	(36)	(37)
Reduction in back funded contributions		(227)	(423)	(618)	(618)	(618)



## Appendix 1

<b>WORTHING BOROUGH COUNCIL</b> <b>Revenue Budget Summary Statement 2022/23 - 2027/28</b>						
	2022/ 23 Base	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28
<b>Net Spending to be Financed from Taxation</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Building maintenance - scale up budget		50	50	50	50	50
Removal of hardship funding following introduction of new Council Tax Support Scheme		(39)	(39)	(39)	(39)	(39)
Delay to Fairer Funding Review - Homeless funding in current form to continue for 2023/24		-	272	272	272	272
Allowance for committed growth items as set out in Appendix 2		113	203	293	383	473
<b>(h) Approved Growth items</b>						
Provision for new growth items		90	180	270	360	450
<b>Total Cabinet Member Requirements</b>	<b>13,785</b>	<b>17,165</b>	<b>18,989</b>	<b>19,821</b>	<b>20,857</b>	<b>21,532</b>
<b>Business rate income:</b>						
Baseline funding	2,693	2,693	2,747	2,802	2,858	2,915
Add: Net retained additional business rates	867	845	411	417	421	433
Add: Share of surplus /deficit (-) net of use of reserves	(194)					
<b>Adjusted Baseline funding</b>	<b>3,366</b>	<b>3,538</b>	<b>3,158</b>	<b>3,219</b>	<b>3,279</b>	<b>3,348</b>
<b>Council Tax income</b>	9,996	10,212	10,458	10,709	10,967	11,231
<b>Impact of removal of Council Tax Support</b>		(90)	(92)	(94)	(96)	(98)
New homes bonus (2019/20 - 2022/23)	68					
New homes bonus (2022/23)	88					
<b>Total New Homes Bonus</b>	<b>156</b>	-	-	-	-	-
Lower Tier Services Grant	121	121	121	121	121	121
Local tax compensation scheme	37	37				
Services Grant	185					
Collection fund surplus/deficit (-)	(76)	(43)			-	-
<b>Total other grants and contributions</b>	<b>423</b>	<b>115</b>	<b>121</b>	<b>121</b>	<b>121</b>	<b>121</b>
<b>Total Income from Taxation</b>	<b>13,785</b>	<b>13,775</b>	<b>13,645</b>	<b>13,955</b>	<b>14,271</b>	<b>14,602</b>
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>	<b>-</b>	<b>3,390</b>	<b>5,344</b>	<b>5,866</b>	<b>6,586</b>	<b>6,930</b>

<b>WORTHING BOROUGH COUNCIL</b> <b>Revenue Budget Summary Statement 2022/23 - 2027/28</b>						
	2022/ 23 Base	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28
	£'000	£'000	£'000	£'000	£'000	£'000
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>	<b>3,390</b>	<b>5,344</b>	<b>5,866</b>	<b>6,586</b>	<b>6,930</b>	
<b>Savings / Initiatives identified to date:</b>						
<b>Strategic Property Investment Fund</b>						
Future property developments	113	313	513	713	913	
Provision for future voids and repairs	(100)	(200)	(300)	(400)	(500)	
Wellbeing centre and car park - net of debt charges	-	352	352	352	352	
<b>Commercial and Customer Activities</b>	606	1,056	1,506	1,956	2,406	
<b>Service and Digital redesign programme</b>	131	251	371	491	611	
<b>Corporate Landlord Programme</b>	78	156	261	451	641	
<b>Corporate initiatives</b>	1,241	1,241	1,241	1,241	1,241	
<b>Departmental proposals</b>	1,134	1,134	1,134	1,134	1,134	
<b>Total savings initiatives identified to date</b>	<b>3,203</b>	<b>4,303</b>	<b>5,078</b>	<b>5,938</b>	<b>6,798</b>	
<b>Cumulative savings still to be found/ (surplus)</b>	<b>187</b>	<b>1,041</b>	<b>788</b>	<b>648</b>	<b>132</b>	
<b>Annual savings still to be found</b>	<b>187</b>	<b>854</b>	<b>(253)</b>	<b>(140)</b>	<b>(516)</b>	
<b>Council Tax increase</b>	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Annual increase (Band D property)	£5.05	£5.15	£5.25	£5.36	£5.46	
Weekly increase (Band D property)	£0.10	£0.10	£0.10	£0.10	£0.11	
Average annual increase (Band C property)	£4.49	£4.58	£4.67	£4.76	£4.86	
Average weekly increase (Band C property)	£0.09	£0.09	£0.09	£0.09	£0.09	

Appendix 2

Committed growth items:		Expected cost (cumulative)								
		2023/24			2024/25			2025/26		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
Increase in audit fees	150% notified by PSAA following the procurement exercise		57,290	56,150		57,290	56,150		57,290	56,150
Impact of regradings within the parks and bereavement teams		95,000	38,000	57,000	95,000	38,000	57,000	95,000	38,000	57,000
<b>Total growth identified</b>		<b>95,000</b>	<b>95,290</b>	<b>113,150</b>	<b>95,000</b>	<b>95,290</b>	<b>113,150</b>	<b>95,000</b>	<b>95,290</b>	<b>113,150</b>
Removal of growth provision		-100,000	-70,000	-90,000	-100,000	-70,000	-90,000	-100,000	-70,000	-90,000
Net growth identified		-5,000	25,290	23,150	-5,000	25,290	23,150	-5,000	25,290	23,150

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Affordable Housing Programme:</b>							
New affordable units							
Victoria Road							25,540
<b>Total delivered via Affordable Housing programme</b>			<b>0</b>	<b>0</b>		<b>0</b>	<b>25,540</b>
<b>Commercial Property Investment Programme</b>							
Commercial property investment	Net new rental income after debt charges			300,000		200,000	500,000
	Less: Increase to Void provision	-100,000		-300,000	-200,000		-400,000
	Financial benefit of funding capital expenditure from additional rental income			13,000			26,000
Medical / Wellbeing Centre	Assume the building completes in 23/24 with a rent free period of 6 months. Timescales and saving tbc						352,000
<b>Major Projects</b>							
	Rental of temporary building at Liverpool Gardens			48,000			48,000
	Rent reviews of commercial properties		30,000	30,000		30,000	30,000
<b>Total delivered via the commercial property investment programme</b>			<b>-70,000</b>	<b>91,000</b>		<b>30,000</b>	<b>556,000</b>

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
		Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
Description	Comments and Actions						
<b>Commercial income programme:</b>							
<b>Parks and Foreshore</b>							
Increase beach hut fees	Increase fees by 20%		17,000	58,000		17,000	58,000
<b>Place and Economy</b>							
Bus Shelter / Digital Screen Contract Renewal			30,000	35,000		30,000	35,000
<b>Technical Services</b>							
Increase fees for weddings	Following benchmarking exercise, the proposal is to increase the fee to £500 from £175.00 (excluding VAT)			3,650			3,650
Review of service charge for Portland House	0.8 FTE Porter to be charged to tenants of Portland House	28,150	11,260	16,890	28,150	11,260	16,890
<b>Planning and Development</b>							
New charge for planning applications not submitted via the planning portal	£50.00 charge introduced to encourage users of the service to use the planning portal. This should have the benefit of reducing work in the planning team.		4,500	10,500		4,500	10,500
Increase in fees from pre-application advice			15,000	35,000		15,000	35,000
Additional income from fees arising from planning enforcement.			6,000	14,000		6,000	14,000

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Commercial income programme:</b>							
Charging for advice on the need for Planning Permission			1,800	4,200		1,800	4,200
Increase in fees and taking on additional health and safety work			4,000	6,000		4,000	6,000
<b>Public Health and Regulation</b>							
Home improvement Agency Fees			21,630	69,100		21,630	69,100
HMO Licencing Fees	Reviewed on a 3 year cycle			45,400			0
Contract for dog warden service with Arun District Council		5,000	2,000	3,000	5,000	2,000	3,000
<b>Financial Services</b>							
Increase in fees following renewal of the SLA for treasury management		1,950	780	1,170	1,950	780	1,170
<b>Waste, Customer, Parking and Elections</b>							
Review of parking prices	Minor increases proposed in consultation with Cabinet Member.		19,750	108,850		19,750	108,850
Introduce Amazon lockers into MSCP car parks				7,000			7,000

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Commercial income programme:</b>							
Introduce charges for previously free car parks				42,000			42,000
Increase commercial waste charges		90,000	32,400	57,600	90,000	32,400	57,600
Increase commercial recycling & food waste collection		50,000	18,000	32,000	50,000	18,000	32,000
Improve collection of bin rental		16,000	5,760	10,240	16,000	5,760	10,240
Bin rental new recycling customers		30,000	10,800	19,200	30,000	10,800	19,200
Review garden waste collection tariff	Increase from £85.00 to £89.00	20,000	7,200	12,800	20,000	7,200	12,800
Increase pricing of garden waste sacks		15,000	5,400	9,600	15,000	5,400	9,600
Increase price of bulky waste collection (domestic)		2,000	720	1,280	2,000	720	1,280
Increase price of bulky waste collection (commercial)		5,000	1,800	3,200	5,000	1,800	3,200
Introduction of 'heavy levy' for overweight commercial bins (subject to invest to save case)					40,000	14,400	25,600
<b>Total commercial income target</b>		<b>263,100</b>	<b>215,800</b>	<b>605,680</b>	<b>303,100</b>	<b>230,200</b>	<b>585,880</b>

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Rapid Improvement programme</b>							
Digitisation of aspects of revenues and benefits workload	Deletion of posts from structure - can be managed using turnover and vacant posts	74,730	29,890	44,840	74,730	29,890	44,840
Reduction in counter fraud resource	Following implementation of the new fraud management case management team resources needed to sustain current service have been reviewed.			24,370			24,370
Review of customer services and business support structure	Digitisation of high transactional services and impact of revs and bens transformation project.	102,910	41,160	61,750	102,910	41,160	61,750
<b>Total for Service Redesign Programme</b>		<b>177,640</b>	<b>71,050</b>	<b>130,960</b>	<b>177,640</b>	<b>71,050</b>	<b>130,960</b>



Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Corporate initiatives:</b>							
Rental of accommodation to NHS - 1st floor of Portland House		210,000	84,000	126,000	210,000	84,000	126,000
Asset Disposal Programme				600,000			600,000
Defer High Street refurbishment programme and take a phased approach to improvements	Current budget is insufficient for programme of works and affordability is questionable						
Pause Colonnade House redevelopment	Current budget is insufficient for the planned design and financing costs have escalated			78,380			0
Reduction in major projects budget				50,000			50,000
Bike scheme	Revised cost forecast		60,000	89,000			89,000
Review of management structure	Estimated saving in management structure following organisation redesign (TBC)	250,000	100,000	150,000	250,000	100,000	150,000
		<b>460,000</b>	<b>244,000</b>	<b>1,093,380</b>	<b>460,000</b>	<b>184,000</b>	<b>1,015,000</b>

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b><u>Departmental proposals</u></b>							
<b>Communities</b>							
<b>Wellbeing</b>							
Base budget review			5,000	19,290		5,000	19,290
Review of structure of Communities team	Deletion of vacant posts	113,380	45,350	68,030	113,380	45,350	68,030
Review of structure of Communities team	Work to better reflect the new operating model and Our Plan ambitions	11,560	4,620	6,940	11,560	4,620	6,940
<b>Public Health and Regulation</b>							
Base budget review		2,300	5,720	1,430	2,300	5,720	1,430
Creation of new regulatory team	Rationalisation of management structure with investment back into additional lower graded role	23,890	9,560	14,330	23,890	9,560	14,330

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Economy</b>							
<b>Parks and Foreshore</b>							
Review of roles and responsibilities within the Parks service	A review of the management structure will align the Parks & Foreshore service closer to our Place priorities set out in Our Plan.	72,730	29,090	43,640	72,730	29,090	43,640
Removal of overtime provision	Inability to respond to any out of hours activity or support out of hours events unless it is an emergency.	32,650	13,060	19,590	32,650	13,060	19,590
Review of foreshore service	Reconfiguration of the foreshore service across Adur and Worthing with a view to improving provision within the Adur area.		-44,100	44,100		-44,100	44,100
<b>Place and Economy</b>							
Review of regeneration budget			12,500	12,500		12,500	12,500
Reduction in payment to WTAM	Reduction in annual payment as specified in the contract			42,000			42,000

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Economy</b>							
<b>Technical Services</b>							
Increased recharges to WTAM to recoup increased energy costs		55,000	22,000	33,000	55,000	22,000	33,000
Review of health and safety budgets		2,000	800	1,200	2,000	800	1,200
Review of structure of Technical Services team		40,380	16,150	24,230	40,380	16,150	24,230
Land Drainage responsibilities to be handed back to WSCC - █████ net saving after income loss from WSCC	Requires engagement with WSCC.	12,440	4,980	7,460	12,440	4,980	7,460
Saving in Electricity and Gas following AW Workspaces project and decision to reduce building temperature		4,000	1,600	2,400	4,000	1,600	2,400
<b>Planning and Development</b>							
Review of the roles and responsibilities within the Planning Policy team	Increasing work associated with the Adur local plan review will require increased input from the planning policy team.		-40,100	40,100		-40,100	40,100

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Economy</b>							
<b>Planning and Development</b>							
Development Management		5,000	2,000	3,000	5,000	2,000	3,000
HMLR Transitional grant for Land Charges	Grant given for the transfer of responsibilities for Land charges to the HMLR		15,000	20,000		20,000	30,000
Reduction in the number of neighbour notifications			2,100	4,900		2,100	4,900
<b>Leisure contract</b>							
Change of contractual arrangements	Whilst the guaranteed annual payment is being removed from the budget, the income share arrangement should provide for some income in 2023/24. This arrangement is being reviewed with new proposals coming to members for the 2023/24 financial year in November			90,000			

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Digital, Sustainability and Resources</b>							
<b>Human Resources</b>							
Base budget review		10,000	4,000	6,000	10,000	4,000	6,000
Change to training and development roles following departure of the organisational design manager		16,910	6,760	10,150	16,910	6,760	10,150
Consolidation of administration functions following digitisation of Revenues and Benefits Service	Review of staffing requirements	29,290	11,720	17,570	29,290	11,720	17,570
<b>Revenues and Benefits</b>							
Review of adjudication and overpayments team	Universal credit is impacting on the work of the adjudication and overpayments team	99,400	39,760	59,640	99,400	39,760	59,640
Base budget review		370	5,300	8,190	370	5,300	8,190

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Sustainability</b>							
Reduction in consultancy budgets		23,600	9,440	14,160	23,600	9,440	14,160
<b>Digital Services</b>							
Base budget review		22,960	9,180	13,780	22,960	9,180	13,780
Review of digital contracts		117,790	47,120	70,670	117,790	47,120	70,670
Deletion of digital developer role		46,550	18,620	27,930	46,550	18,620	27,930
<b>Legal and Democratic Services</b>							
Base budget review		35,570	20,590	35,580	35,570	20,590	35,580
Review of charge to the HRA for legal advice		23,000	9,200	13,800	23,000	9,200	13,800
Review of the delivery of support to the Committees		55,590	22,240	33,350	55,590	22,240	33,350
Deletion of vacant legal officer post	Reduction in contract and procurement legal support	32,270	12,910	19,360	32,270	12,910	19,360

## Appendix 3

Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
Description	Comments and Actions	Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
<b>Financial Services</b>							
Base budget review			10,630	13,290		10,630	13,290
Reduce scope of internal audit contract	Removal of contingency days and reduction down in the number of contract and IT audits by 1 to 2 each per year.		11,280	11,280		11,280	11,280
Reduction in support via the Orbis Contract	Review of the level of support needed via Orbis has identified that the contract can be scaled back	35,000	14,000	21,000	35,000	14,000	21,000
Review of accountancy structure	Review of management roles within the team	35,820	14,330	21,490	35,820	14,330	21,490
Review of pension arrangements associated with SDLT and WTaM	Amendment to pensions contract clause allowing for a full pass through arrangement. To be considered at WJSSC in December			106,660			106,660
<b>Waste, Customer, Parking and Elections</b>							
Base budget review		10,000	4,000	41,000	10,000	4,000	6,000
Review across a range of central support functions to maximise efficiency and resilience		87,110	34,840	52,270	87,110	34,840	52,270

## Appendix 3



Proposed savings for Worthing Borough Council:		Expected contribution / cost (cumulative)					
		2023/24			2024/25		
		Joint (memo only)	Adur	Worthing	Joint (memo only)	Adur	Worthing
Description	Comments and Actions						
<b>Waste, Customer, Parking and Elections</b>							
Reduce staffing level in street cleansing	Reduce team by 1 member which would potentially impact service resilience. The team is holding a vacancy so no impact on the current workforce.	30,000	10,800	19,200	30,000	10,800	19,200
Review of roles and responsibilities in the waste and cleansing service.		20,620	7,420	13,200	20,620	7,420	13,200
Replace 2 x HGV driver/Loader with 2 x Loader	This will be managed through turnover. This will leave the team with less resilience in managing sickness/ annual leave. This may result in us having to appoint agency drivers or on occasion not complete all rounds.	10,000	3,600	6,400	10,000	3,600	6,400
<b>Total Departmental Savings</b>		<b>1,117,180</b>	<b>433,070</b>	<b>1,134,110</b>	<b>1,117,180</b>	<b>438,070</b>	<b>1,019,110</b>
<b>Total savings identified</b>		<b>2,017,920</b>	<b>893,920</b>	<b>3,055,130</b>	<b>2,057,920</b>	<b>953,320</b>	<b>3,332,490</b>

## Appendix 4

Project	Overall annual saving generated £	Worthing Borough Council				Nature of expenditure
		Annual saving %	Annual saving £	Financial year	Amount of capital receipts used £	
<b>2021/22 savings programme</b>						
- Accommodation project	190,290	60	114,170	2020/21 Actual	6,772	Project delivery costs
				2021/22 Actual	139,108	
				2022/23 Estimate	6,530	
<b>2022/23 savings programme</b>						
- Accommodation project NWOW phase 2	210,000	60	126,000	2022/23 Estimate	27,000	Project management, removal costs and minor works costs
- Asset disposal programme	600,000	100	600,000	2022/23 Estimate	50,000	Costs associated with the sales of assets
- Digital rapid improvement programme	177,640	60	106,580	2022/23 Estimate	25,990	Digital systems design, development and project management
- Organisational redesign	250,000	60	150,000	2022/23 Estimate	209,210	HR support and delivery manager. Associated Statutory departure costs
- Service redesign	400,000	60	240,000	2022/23 Estimate	72,000	Departure costs

Appendix 4

Project	Overall annual saving generated £	Worthing Borough Council			Amount of capital receipts used £	Nature of expenditure
		Annual saving %	Annual saving £	Financial year		
<b>2023/24 savings programme</b>						
- Digital rapid improvement programme	200,000	60	120,000	2023/24 Estimate	103,950	Digital systems design, development and project management
<b><i>Breakdown of use by financial year</i></b>						
Actual use 2020/21					6,772	
Actual use 2021/22					139,108	
Planned use 2022/23					390,730	
Planned use 2023/24					103,950	
<b>Total</b>	<b>2,027,930</b>		<b>1,456,750</b>		<b>640,560</b>	





ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022  
Agenda Item [13]

Key Decision [No]

Ward(s) Affected:N/A

## **Interview with Adur Cabinet Member for Finance and Resources**

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

#### **Executive Summary**

##### **1. Purpose**

- 1.1 This report sets out background information on the Portfolio of the Adur Cabinet Member for Finance and Resources to enable the Committee to consider and question the Cabinet Member on issues within his portfolio and any other issues which the Cabinet Member is involved in connected with the work of the Council and the Adur communities.

##### **2. Recommendations**

- 2.1 That the Committee consider any representations from the Cabinet Member on the work within his Portfolio and other issues which the Cabinet Member is involved in and question the Cabinet Member on this and recommend any suggested action or make appropriate comments to the Cabinet Member for his consideration.

### **3. Context**

- 3.1 As part of its Work Programme for 2022/23, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Adur and Worthing Cabinet Members on their priorities for 2022/23.
- 3.2 As part of its fact finding/investigative role, the Joint Overview and Scrutiny Committee is asked to consider the roles and responsibilities of the Adur Cabinet Member for Finance and Resources. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to his portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described.

### **4. Issues for consideration**

- 4.1 The Adur Cabinet Member for Finance and Resources has responsibility for the following:-
- Budgets (including the overall allocation of Revenue and Capital), external funding.
  - Capital programme.
  - Local taxation (benefit fraud (Adur), non-domestic rates).
  - Property and asset management, facilities management, estates (including Southwick Square shops), property terriers, corporate property (not in other portfolios) and non-housing property repairs.
  - ICT (client side), telephony and eGovernment - Data Protection, Freedom of Information, information security and web team. Procurement, including contracts.
  - Personnel and staffing (where Executive functions), including organisational development, occupational health and learning and development of staff.
  - Other central support services.
  - Internal Audit and audit fees.
  - Digital transformation programme.
  - Treasury Management including investments, loans, leasing and banking matters.
- 4.2 JOSC is requested to ask questions of the Cabinet Member based on his responsibilities outlined in paragraph 4.1 including any high level strategic issues relating to the Council and the Adur community.

## **5. Engagement and Communication**

- 5.1 The JOSC Chairpersons and Vice-Chairpersons have been consulted on the proposals contained in this report.

## **6. Financial Implications**

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

## **7. Legal Implications**

- 7.1 JOSC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.
- 7.2 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.
- 7.3 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.

## **Background Papers**

New Priorities for Adur District Council agreed by Joint Strategic Sub-Committee 29 September 2022 - [JSC Sub-Committee 29 September 2022](#)

## **Officer Contact Details:-**

Mark Lowe

Scrutiny and Risk Officer

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## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered. There are a number of issues contained within the Cabinet Member Portfolio which can impact on the overall economy of the area.

### **2. Social**

#### **2.1 Social Value**

Matter considered. The aims of the Cabinet Member Portfolio seek to achieve better social value in those particular areas.

#### **2.2 Equality Issues**

Matter considered and no direct issues identified.

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

Matter considered and no direct issues identified.

#### **2.4 Human Rights Issues**

Matter considered and no direct issues identified.

### **3. Environmental**

Matter considered and no direct issues identified.

### **4. Governance**

Matter considered and no direct issues identified. JOSOC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.





ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022  
Agenda Item [...]

Key Decision [No]

Ward(s) Affected:N/A

## **Interview with Worthing Cabinet Member for Resources**

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

#### **Executive Summary**

##### **1. Purpose**

- 1.1 This report sets out background information on the Portfolio of the Worthing Cabinet Member for Resources to enable the Committee to consider and question the Cabinet Member on issues within his portfolio and any other issues which the Cabinet Member is involved in connected with the work of the Council and the Worthing communities.

##### **2. Recommendations**

- 2.1 That the Committee consider any representations from the Cabinet Member on the work within his Portfolio and other issues which the Cabinet Member is involved in and question the Cabinet Member on this and recommend any suggested action or make appropriate comments to the Cabinet Member for his consideration.

### **3. Context**

- 3.1 As part of its Work Programme for 2022/23, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Adur and Worthing Cabinet Members on their priorities for 2022/23.
- 3.2 As part of its fact finding/investigative role, the Joint Overview and Scrutiny Committee is asked to consider the roles and responsibilities of the Worthing Cabinet Member for Resources. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to his portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described.

### **4. Issues for consideration**

- 4.1 The Worthing Cabinet Member for Resources has responsibility for the following:-
- Budgets (including the overall allocation of revenue and capital), external funding
  - Business Liaison
  - Capital programme
  - Community Wealth Building programme
  - Digital transformation programme
  - ICT (client side); telephony and e-government - Data Protection, Freedom of Information, information security and web team
  - Local taxation (fraud investigation)
  - Non-Domestic Rates
  - Procurement, including contracts
  - Personnel and staffing (where Executive functions); including organisational development, occupational health, payroll and learning and development of staff
  - Other central support services
  - Internal Audit and audit fees
  - Property and Asset Management, including the Town Hall and Portland House sites; non-housing property repairs, corporate property, terriers, property not included in other portfolios and estates management
  - Treasury management, including insurance, investments, loans, leasing and banking matters

4.2 JOSC is requested to ask questions of the Cabinet Member based on his responsibilities outlined in paragraph 4.1 including any high level strategic issues relating to the Council and the Worthing community.

## **5. Engagement and Communication**

5.1 The JOSC Chairpersons and Vice-Chairpersons have been consulted on the proposals contained in this report.

## **6. Financial Implications**

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

## **7. Legal Implications**

7.1 JOSC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.

7.2 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.

7.3 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.

## **Background Papers**

New Priorities for Worthing Borough Council agreed by Joint Strategic Sub-Committee 5 July 2022 - [JSC Sub-Committee Worthing - 5 July 2022](#)

## **Officer Contact Details:-**

Mark Lowe

Scrutiny and Risk Officer

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## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered. There are a number of issues contained within the Cabinet Member Portfolio which can impact on the overall economy of the area.

### **2. Social**

#### **2.1 Social Value**

Matter considered. The aims of the Cabinet Member Portfolio seek to achieve better social value in those particular areas.

#### **2.2 Equality Issues**

Matter considered and no direct issues identified.

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

Matter considered and no direct issues identified.

#### **2.4 Human Rights Issues**

Matter considered and no direct issues identified.

### **3. Environmental**

Matter considered and no direct issues identified.

### **4. Governance**

Matter considered and no direct issues identified. JOSOC is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.



ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
24 November 2022

Key Decision [No]

Ward(s) Affected:N/A

## JOSC Work Programme review

### Executive Summary

#### 1. Purpose

- 1.1 This report outlines progress in implementing the work contained in the Joint Overview and Scrutiny Committee (JOSC) Work Programme for 2022/23.

#### 2. Recommendations

- 2.1 That JOSC note the progress in delivering the JOSC Work Programme for 2022/23;
- 2.2 That JOSC consider if any amendments are required to the Work Programme;
- 2.3 That the meetings of Adur District Council and Worthing Borough Council in December 2022 note the changes made to the JOSC Work Programme since it was agreed by both Councils in April 2022; and
- 2.4 That JOSC resolves to monitor the effect on its work programme arising from the changes to the Constitution as set out at Paragraph 4.5

#### 3. Context

- 3.1 The JOSC Work Programme for 2022/23 was agreed by the Committee in March and confirmed by both Councils in April 2022. It is usual practice for the Work Programme to be reviewed at each meeting during the Municipal Year

and the last review was undertaken at the meeting on 22 September 2022. A copy of the updated 2022/23 Work Programme is attached as part of the Appendix A to this report for review.

- 3.2 Paragraph 9.2 of the Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the work programme will be approved by both Councils. A report must also be taken to each full Council on an annual basis detailing any changes to the Work Programme and this is usually reported mid year and for 22/23 this will be done in December 2022.

#### **4. Issues for consideration**

- 4.1 Items for the JOSC Work Programme need to be chosen guided by how closely they align with the Councils' Strategic objectives, how the Committee can influence the outcomes and also general value and outcomes in accordance with the (PAPER criteria) - P - Public Interest, (A) - Ability to change, (P) - Performance, (E) - Extent and (R) - Replication.
- 4.2 The Committee is requested to review the draft Work Programme and consider if any further items are required to be added to the Work Programme. During the Municipal Year, items may be added to the JOSC Work Programme, where appropriate. Requests for additional matters to be included in the Work Programme will initially be considered by the Joint Chairpersons in accordance with the criteria and they will make their recommendations to the next JOSC for consideration and determination following receipt of the Officer report.
- 4.3 When considering further Work Programme items, the Committee should assess the capacity and resources available to scrutinise the issues within the timescales required and the impact this might have on existing work within the Work Programme.
- 4.4 JOSC already has a congested Work Programme for the remainder of the Municipal Year and it will be challenging to deliver the items within the timescales prescribed and appropriate prioritisation might be required.
- 4.5 The recently agreed changes to the Constitutions may also lead to a further increase in the work programme. It is recommended that JOSC monitors any effect on its work programme after the Constitutions have been approved by both Full Councils. Depending upon the effect JOSC may want to consider a review to its structural arrangements and whether there is a need or desire to

operate in a similar way to the Joint Strategic Committee using JOSC Sub-Committees. If the effects are such that the Committee are minded to consider this approach then a detailed report on the full impact of such an approach would need to be considered by JOSC in due course.

## **5. Engagement and Communication**

- 5.1 The JOSC Chairpersons and Vice-Chairpersons have been consulted on the proposals contained in this report and agreed to the amended Work Programme as set out in the Appendix to this report.

## **6. Financial Implications**

- 6.1 There are no direct financial implications to consider within this report, however, some items contained in the Work Programme do have financial implications for the Councils.

## **7. Legal Implications**

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.4 Paragraph 9.2 of the current Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the Work Programme will be approved by both Councils. A report must be taken to both Councils on an annual basis seeking both Councils' approval of the Joint Overview and Scrutiny Committee work programme for the forthcoming year and any changes to the Work Programme should be submitted to the Councils approximately mid year for noting.

## **Background Papers**

Joint Overview and Scrutiny Procedure Rules

**Officer Contact Details:-**

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[mark.lowe@adur-worthing.gov.uk](mailto:mark.lowe@adur-worthing.gov.uk)



## **Sustainability & Risk Assessment**

### **1. Economic**

Some of the issues scrutinised as part of the Work Programme could impact on the development of our places or the economic participation of our communities if implemented.

### **2. Social**

#### **2.1 Social Value**

Some of the issues to be scrutinised as part of the Work Programme will have an impact on the communities.

#### **2.2 Equality Issues**

Matter considered and no direct issues identified.

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

Some of the issues being scrutinised will have community safety implications.

#### **2.4 Human Rights Issues**

Matter considered and no issues identified.

### **3. Environmental**

Matter considered. The Work Programme includes an item to receive an update on the Councils approach to climate change.

### **4. Governance**

- 4.1 Matter considered and no direct issues identified. It is good practice for an Overview and Scrutiny Committee to set its Work Programme ahead of the Municipal Year. The current Joint Overview and Scrutiny Procedure Rules state that the Work Programme will be approved by both Councils and that any changes to the Work Programme should be submitted to the Councils approximately mid year for noting.

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## Adur & Worthing Joint Overview and Scrutiny Committee Work Programme - 2022/2023

### Joint Overview and Scrutiny Committee - 24 November 2022

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interview with the Adur Cabinet Member for Communities & Wellbeing	Director for Digital, Sustainability & Resources covering report	Cabinet Member	Yes. Item deferred from the 13 October JOSM meeting because the meeting was abandoned.
Interview with Worthing Cabinet Member for Community	Director for Digital, Sustainability & Resources	Cabinet Member	No

Wellbeing			
What the Councils are doing to help with the Cost of living crisis -	Director for Communities and Cost of living Lead - Reports from the JSC Sub-Committees to be considered.	Director for Communities and Cost of Living crisis lead officer and Cabinet Members.	Yes. Item added at the request of JOSC in September following a scrutiny request.
Crime and Disorder update - Interview with the Chairman of the Adur & Worthing Safer Communities Partnership	Director for Digital, Sustainability & Resources	Chairman of the Adur & Worthing Safer Communities Partnership and Cabinet Members.	Yes. Item deferred from the 13 October JOSC meeting because the meeting was abandoned.
Towards a sustainable financial position - Budget update	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Interview with Adur Cabinet Member for Finance & Resources	Director for Digital, Sustainability & Resources	Cabinet Member	No
Interview with Worthing Cabinet Member for Resources	Director for Digital, Sustainability & Resources	Cabinet Member	No
Review of JOSC Work Programme including note of changes made since Work Programme agreed by Councils in April 2021	Director for Digital, Sustainability & Resources	No	No

**Joint Overview and Scrutiny Committee - 19 January 2023**

<b><u>AGENDA ITEM</u></b>	<b><u>REPORT AUTHOR</u></b>	<b><u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u></b>	<b><u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u></b>
Interview with Worthing Cabinet Member for Environmental Services	Director for Digital, Sustainability & Resources	Cabinet Member	No
Interview with Adur Cabinet Member for Environment and Leisure	Director for Digital, Sustainability & Resources	Cabinet Member	No
Interview with the Worthing Deputy Leader	Director for Digital, Sustainability & Resources	Worthing Deputy Leader	No
UK Shared Prosperity Fund - Report on the work on the Bids and the outcomes of funding allocations	Director for the Economy	Director for the Economy/Head of Place & Economy	Yes, item added at the request of JOSC on 14 July following scrutiny request. Item now on list for January as awaiting announcement from the Government on the Bids which is expected in December..
Review of progress on the delivery of the Housing Strategy	Head of Housing Services	Head of Housing	Yes. Item moved from November to January in consultation with Chairmen to accommodate other work.

Southern Water consultation on the draft drainage and wastewater management plan and the designation of the River Adur as bathing water	Director for Communities	Director for Communities	Yes. Item added to inform JOSC on the issues which were raised at the JOSC meeting in January 2022.
Annual review of the recovery of the Adur & Worthing evening and night time economies	Director for Economy/Director for Communities	Director for Economy/Director for Communities	Yes. Item added as a result of JOSC review.
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

**Additional Joint Overview and Scrutiny Committee - 16 February 2023**

<b><u>AGENDA ITEM</u></b>	<b><u>REPORT AUTHOR</u></b>	<b><u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u></b>	<b><u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u></b>
Annual summary of complaints and compliments	Director for Digital, Sustainability & Resources	Director for Digital, Sustainability & Resources	Yes. Item deferred from the October meeting which was abandoned.
Interview with Worthing Cabinet Member for Climate Emergency	Director for Digital, Sustainability & Resources	Cabinet Member	Yes. Item deferred from November JOSC meeting in consultation with the Chairmen.
Interview with Worthing Cabinet Member for Culture and Leisure	Director for Digital, Sustainability & Resources	Cabinet Member	Yes. Interview was due to be held at the JOSC meeting on 15 September which was postponed. Cabinet

			Member unable to attend on the rearranged date of 22 September
Annual update on progress with delivering the Climate Change agenda	Director for Digital, Sustainability & Resources	Director for Digital, Sustainability & Resources/Sustainability Manager	Yes. Item moved from the November meeting in consultation with Chairmen.
Worthing Theatres contract monitoring	Director for the Economy	Director for the Economy	Yes. Item deferred from the July meeting to enable appropriate Officer attendance at the meeting.

**Joint Overview and Scrutiny Committee - 16 March 2023**

<b><u>AGENDA ITEM</u></b>	<b><u>REPORT AUTHOR</u></b>	<b><u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u></b>	<b><u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u></b>
Review of the delivery of the new Corporate Strategy and interview with Chief Executive	Director for Digital, Sustainability & Resources	Chief Executive	No
Interview with Adur Cabinet Member for Regeneration & Strategic Planning	Director for Digital, Sustainability & Resources	Cabinet Member	No
Interview with Worthing Executive Member for	Director for Digital, Sustainability & Resources	Cabinet Member	No

Regeneration			
Planning Enforcement - The Committee is asked to review planning enforcement issues, planning enforcement policy and the Councils approach to planning enforcement	Head of Planning	Head of Planning	Yes. Item added at the request of JOSC in September following the consideration of a scrutiny request
Annual review report on the work of the Worthing BID	Director for the Economy/Head of Place & Economy/Town Centre Manager	Director for the Economy/Head of Place & Economy/Town Centre Manager	Yes. Item added at the request of JOSC as one of the recommendations from the JOSC review on the Worthing BID.
Annual feedback report from meetings of the West Sussex Health & Adult Social Care Scrutiny Committee (HASC) - Issues affecting Adur & Worthing	Verbal report from the Council Members on HASC	No	No
JOSC Work Programme setting 2023/24	Director for Digital, Sustainability & Resources	No	No

### Working Group reports and other items - Dates to be confirmed

<u>ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBER/OFFICERS TO ATTEND</u>	<u>STATUS</u>
Reports from the Working Group	Chairman of the Working Group	No	Ongoing -Working Group currently in



reviewing the Adur Homes repairs and maintenance service and transformation			progress
Final report from the Working Group reviewing Cultural Services	Chairman of the Working Group	No	Working Group currently reviewing information - Report expected in 2022.
Final report of JOSC Working Group set up to review the policy used by the Councils when placing vulnerable people in accommodation outside of the Council areas.	Chairman of the Working Group	No	Working Group set up by JOSC on 14 July. First meeting of the Working Group held in September 2022 which is reviewing the issues. Work ongoing.

### **PREVIOUS MEETINGS AND ITEMS CONSIDERED IN 2022/23**

#### **Joint Overview and Scrutiny Committee - 9 June 2022**

<b><u>AGENDA ITEM</u></b>	<b><u>REPORT AUTHOR</u></b>	<b><u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u></b>	<b><u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u></b>
Annual JOSC report for 2021/22	Joint Chairmen of JOSC	No	No
JOSC Worthing BID Working Group report	Chairman of the Working Group	No	No
Review of JOSC Work Programme and confirmation of JOSC Working	Director for Digital, Sustainability & Resources	No	No

Group memberships for 2022/23			
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**Joint Overview and Scrutiny Committee - 14 July 2022**

<b><u>AGENDA ITEM</u></b>	<b><u>REPORT AUTHOR</u></b>	<b><u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u></b>	<b><u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u></b>
Joint Revenue outturn report 2021/22	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Outline Budget Strategy 2023/24	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Interview with Adur Leader	Director for Digital, Sustainability & Resources	Adur Leader	No
Interview with Worthing Leader	Director for Digital, Sustainability & Resources	Worthing Leader	No
Adur Homes Repairs and Maintenance transformation work and feedback from the JOSC Working Group	Report from the JOSC Working Group and Housing Transformation Manager	No	No
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

**Joint Overview and Scrutiny Committee - 22 September 2022**

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interview with Adur Cabinet Member for Adur Homes & Customer Services	Director for Digital, Sustainability & Resources	Cabinet Member	No
Report on Governance issues relating to JOSC	Director for Digital, Sustainability & Resources/ Head of Legal Services	No	Yes. Item added at the request of JOSC on 9 June 2022.
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

**Joint Overview and Scrutiny Committee - 13 October 2022**

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interview with Worthing Cabinet Member for Citizens Services	Director for Digital, Sustainability & Resources	Cabinet Member	Yes. Interview was due to be held at the JOSC meeting on 15 September which was postponed. Cabinet Member unable to attend

			on the rearranged date of 22 September.
Report on the review of the delivery and our new approach to Corporate Plan and interview with Chief Executive	Director for Digital, Sustainability & Resources	Chief Executive	No
Follow up review of Adur & Worthing evening and night time economy	Chairperson of the Working Group	No	Yes, item added at the request of JOSC from the July meeting.

**Additional items to be considered as part of the forward Work Programme in 2023/24**

**Note:-** This draft Work Programme is a 'live' document and all dates and items contained in it are provisional and subject to change in agreement with the JOSC Joint Chairmen/Vice-Chairmen, JOSC and relevant Officers