



ADUR & WORTHING  
COUNCILS

27 June 2023

**Joint Overview & Scrutiny Committee**

<b>Date:</b>	<b>6 July 2023</b>
<b>Time:</b>	<b>6.30 pm</b>
<b>Venue:</b>	<b>QEll Room, Shoreham Centre, Pond Road, Shoreham</b>

**Committee Membership:**

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

**Worthing Borough Council:** Councillors; Heather Mercer (Worthing Chairman), Elizabeth Sparkes (Worthing Vice-Chairman), Dan Hermitage, Cathy Glynn-Davies, Margaret Howard, Daniel Humphreys, Richard Mulholland and Hilary Schan

**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 held on 8 June 2023, 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 **12.00 noon Monday 3 July**

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 Questions**

Councillors who are not members of this committee can ask questions under CPR 12 Questions should be relevant to the committee where the question is being asked and also relevant to an item on the agenda. Please contact Democratic Services for more information

Members question time is 30 minutes and questions should be submitted no later than **12.00 noon on Monday 3 July 2023**.

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

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

### **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 Leader (Pages 5 - 8)**

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

### **9. Interview with Worthing Leader (Pages 9 - 12)**

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

### **10. Update on the delivery of Our Plan and Interview with Chief Executive (Pages 13 - 60)**

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

**11. UK Shared Prosperity Fund (Pages 61 - 76)**

To consider a report by the Director for Housing and Communities, copy attached as item 11

**12. Review of JOSC Work Programme (Pages 77 - 96)**

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

**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:
Simon Filler Democratic Services Officer 01903 221364 simon.filler@adur-worthing.gov.uk	Joanne Lee Head of Legal Services & Monitoring Officer 01903 221134 joanne.lee@adur-worthing.gov.uk

**Duration of the Meeting:** Three 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  
6 July 2023

Key Decision [No]

Ward(s) Affected:N/A

## **Adur Leader interview**

## **Report by the Director for Sustainability & Resources**

## **Executive Summary**

### **1. Purpose**

- 1.1 This report sets out background information on the Portfolio of the Adur Leader to enable the Committee to consider and question the Leader on issues within his portfolio and any high-level strategic issues which the Leader 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 Leader on the work within his Portfolio and other high-level strategic issues which the Leader is involved in and question the Leader on this and recommend any suggested action or make appropriate comments to the Leader for his consideration.

### **3. Context and Purpose of Scrutiny**

- 3.1 As part of its Work Programme for 2023/24, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Adur Leader (Councillor Neil Parkin) on his priorities for 2023/24.
- 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 Leader. 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 Leader as part of this interview process on any high level strategic issues involving the Leader and also issues relating to his portfolio, however, this will not extend to day to day Council matters.
- 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 Leader has responsibility for the following:-
- Overall policy and strategy (vision and priorities).
  - External relations, including complaints management, marketing and promotion.
  - Reputation management, including risk (policy).
  - Performance management, including improvement plans.
  - Media and communications (internal and external).
  - Democratic Services including committee management.
  - Electoral Services within the remit of the Cabinet.
  - Member Services.
  - Chairman of the Council and civic matters.
  - Partnership working (lead).
  - Public consultation, including community engagement and citizens panels.
  - Devolution.
  - City Deal - strategic matters.
  - Council Insurance matters.
- 4.2 JOSC is requested to ask questions of the Leader based on his responsibilities outlined in paragraph 4.1 including any high level strategic issues relating to the Councils and our communities.

## **5. Engagement and Communication**

5.1 The JOSC Chairs and Vice-Chairs and the Leader 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**

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

Our Plan - A three year framework for Adur and Worthing Councils  
[Our Plan](#)

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

Mark Lowe

Scrutiny & Risk Officer

Tel: 01903 221009

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

## **Sustainability and Risk Assessment**

### **1. Economic**

- 1.1 Matter considered and no direct issues identified but some issues contained within the Leader Portfolio are related to economic issues and impact.

### **2. Social**

#### **2.1 Social Value**

Matter considered and no direct issues identified but some issues within the Leader Portfolio impact on the communities and social value.

#### **2.2 Equality Issues**

Matter considered and no direct issues identified but some of the Portfolio areas do impact on access or participation.

#### **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. 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  
6 July 2023

Key Decision [No]

Ward(s) Affected:N/A

## **Worthing Leader interview**

## **Report by the Director for Sustainability & Resources**

## **Executive Summary**

### **1. Purpose**

- 1.1 This report sets out background information on the Portfolio of the Worthing Leader to enable the Committee to consider and question the Leader on issues within her portfolio and any high-level strategic issues which the Leader 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 Leader on the work within her Portfolio and other high-level strategic issues which the Leader is involved in and question the Leader on this and recommend any suggested action or make appropriate comments to the Leader for her consideration.

### **3. Context and Purpose of Scrutiny**

- 3.1 As part of its Work Programme for 2023/24, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Worthing Leader (Councillor Beccy Cooper) on her priorities for 2023/24.
- 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 Leader. 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 Leader as part of this interview process on any high level strategic issues involving the Leader and also issues relating to her portfolio, however, this will not extend to day to day Council matters.

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 Leader has responsibility for the following:-

- Overall policy and strategy (vision and priorities)
- City Deal (strategic matters)
- Democratic Services, including committee management
- Devolution and County liaison lead, including education and highways (Active/sustainable transport, in partnership with Regeneration's management of transport planning & infrastructure)
- Electoral Services within the remit of the Cabinet.
- External relations, including complaints management, marketing and promotion
- Head of Paid Service responsibilities
- Mayor of the Borough and civic matters
- Media and communications (internal and external)
- Member Services
- Partnership working (lead)
- Performance management, including improvement plans
- Reputation management, including risk (policy)
- Transport planning and infrastructure (to share with Regeneration portfolio for active/sustainable transport development)

4.2 JOSC is requested to ask questions of the Leader based on her responsibilities outlined in paragraph 4.1 including any high level strategic issues relating to the Councils and our communities.

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

5.1 The JOSC Chairs and Vice-Chairs and the Leader 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**

Strategic Priorities for Worthing Borough Council: 2022/23 Progress Update Report and New Priorities for 2023/24 - [Worthing JSC Sub-Committee 13 June 2023](#)

Our Plan - A three year framework for Adur and Worthing Councils  
[Our Plan](#)

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

Mark Lowe

Scrutiny & Risk Officer

Tel: 01903 221009

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## **Sustainability and Risk Assessment**

### **1. Economic**

- 1.1 Matter considered and no direct issues identified but some issues contained within the Leader Portfolio are related to economic issues and impact.

### **2. Social**

#### **2.1 Social Value**

Matter considered and no direct issues identified but some issues within the Leader Portfolio impact on the communities and social value.

#### **2.2 Equality Issues**

Matter considered and no direct issues identified but some of the Portfolio areas do impact on access or participation.

#### **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. 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  
6 July 2023

Key Decision [No]

Ward(s) Affected:N/A

## **Interview with Chief Executive - Progress in the delivery of 'Our Plan' - Corporate Plan for Adur & Worthing Councils**

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

#### **Executive Summary**

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

- 1.1 This report will assist JOSC in questioning the Chief Executive on the progress in delivering the objectives in 'Our Plan' which was agreed by the Councils as the new Corporate Plan in Autumn 2022.
- 1.2 This report provides the Joint Overview and Scrutiny Committee (JOSC) with the details of the Corporate Plan, 'Our Plan', which was reported to the Joint Strategic Committee (JSC) on 11 October 2022. A copy of that report and the finalised Corporate Plan is attached as an Appendix to this report.

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

- 2.1 That JOSC reviews the progress in delivering the objectives in the Corporate Plan 'Our Plan' and questions the Chief Executive and recommends any suggested action or make appropriate comments to the Chief Executive for her consideration.

2.2 That JOSC receive a further progress report on the delivery of the Corporate Plan at a meeting in 2024/25 (Date to be confirmed) as part of its Work Programme.

### **3. Context and Purpose of Scrutiny**

3.1 As part of the Work Programme for 2023/24, JOSC has agreed to interview and question the Chief Executive (Dr Catherine Howe) on the progress in delivering the objectives set out in the Corporate Plan, 'Our Plan'.

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

4.1 JOSC is asked to consider the Corporate Plan and details of the report presented to the Joint Strategic Committee (JSC) on 11 October 2022 which are set out as an Appendix to this report, and JOSC is requested to question the Chief Executive on the progress in delivering the Corporate Plan.

4.2 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 Chief Executive as part of this interview process on any issues connected with the Corporate Plan. The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described.

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

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

### **6. Financial Implications**

6.1 There will be some financial implications arising from the overall content and delivery of the Corporate Plan which will be covered under the overall budget process and other relevant reports on these issues.

### **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**

Report on 'Our Plan' - The new Corporate Plan to Joint Strategic Committee - 11 October 2022

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

Mark Lowe

Scrutiny & Risk Officer

Tel: 01903 221009

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

## **Sustainability & Risk Assessment**

### **1. Economic**

Information on the economic aspects of the new Corporate Plan are explained in the report to the Joint Strategic Committee.

### **2. Social**

#### **2.1 Social Value**

The delivery of projects contained in the new Corporate Plan will help improve the communities and demonstrate Social Value.

#### **2.2 Equality Issues**

Matter considered and no issues identified.

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

Information relating to Community Safety is set out in the Corporate Plan report and Appendix to this report.

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

Matter considered and no issues identified.

### **3. Environmental**

Information on developing the Councils and communities role in Tackling Climate Change and Supporting our Natural Environment is contained in the new Corporate Plan.

### **4. Governance**

This report and interview provides the Joint Overview and Scrutiny Committee with an overview of the progress with the delivery of the Corporate Plan which was agreed by the Councils in October 2022.



Joint Strategic Committee  
11 October 2020

## ADUR & WORTHING COUNCILS

Key Decision No

Ward(s) Affected: All

### **Our Plan - The new corporate plan for Adur & Worthing Councils**

#### **Report by the Chief Executive**

##### **Officer Contact Details**

Richard Tuset

Chief Executive's Policy Lead

[richard.tuset@adur-worthing.gov.uk](mailto:richard.tuset@adur-worthing.gov.uk)

#### **1. Purpose**

1.1 Adur & Worthing Councils' previous corporate plan, Platforms for Our Places: Going Further (2020-22), has now reached the end of its delivery period.

1.2 Since that plan was adopted much has changed and the councils have taken the opportunity to review the challenges and opportunities ahead. Through this process a new plan for Adur & Worthing, covering the next three years, has been drafted called 'Our Plan'.

1.3 Our Plan will enable the successful delivery of Adur District and Worthing Borough Council's priorities by effectively supporting the work of each individual council, and where appropriate, both councils together through the shared partnership agreement.

1.4 The plan will inform the budget setting work of both councils and will direct overall organisational service planning and performance management.

## **2. Recommendations**

2.1 The Joint Strategic Committee (JSC) is invited to consider the draft 'Our Plan' and recommend its approval to both Councils as a core strategic document for the next three years.

2.2 JSC invites the Joint Overview and Scrutiny Committee to review 'Our Plan' and review subsequent progress reports.

## **3. Context**

3.1 Adur & Worthing Councils' previous corporate plan, Platforms for Our Places: Going Further (2020-22), has now reached the end of its delivery period. Since that plan was adopted much has changed, which presents an opportunity for us to review the challenges and opportunities ahead. This means reflecting not only on how difficult and uncertain things may feel at this moment in time, but to think more carefully about what connects us and our services together with our citizens. It is a time to reconsider our fundamental, long term purpose as local councils and to set the direction for everything we do from there.

3.2 There are a number of drivers for doing things differently. Local changes, like a new political administration for Worthing Borough Council and a new Chief Executive appointed to manage the organisation. Clearly, there are significant external challenges too, such as rapidly rising running costs and not least energy prices; the impact of successive years of change in national policy and public sector funding; the toll of the pandemic on the resilience of our staff, our residents and businesses; and the growing awareness and need to adapt to and address the impacts of climate change.

3.3 What is needed is a more radical and deep rooted plan, which articulates and brings together all of the work we have been doing to change and reorientate the organisation. To remain relevant we must evolve with our communities, involving them in what this should mean for how we work and the services we provide. It requires a forward looking, longer term approach, making sure we are not just coping or dealing with the challenges of now and the latest 'emergency', but more importantly making sure we build toward a more hopeful and positive future for our places.

- 3.4 Over the past year, the Chief Executive, the Corporate Leadership Team and the wider staff leadership team have been working collaboratively together in order to design a new corporate plan for the organisation. This plan, which has come to be known as 'Our Plan', is there to help us plan and prioritise our work while creating the right culture and environment for staff. It is also intended to help us navigate the complexity of being one workforce supporting two different administrations in the most effective way possible.
- 3.5 The Leaders and Cabinets of both councils have also been involved in the process of developing the plan to ensure the distinct and shared ambitions of both councils can be seen and effectively delivered through this new framework. Work to further engage our staff with the plan and what it means for them and their team, wherever they are in the organisation, is underway, helping to ensure organisational priorities and ways of working are shared and understood.
- 3.6 Our Plan therefore seeks to bring together the following factors, to ensure the best use of our resources, our staff and our services:
- Priorities guided by the political process in Adur and in Worthing
  - Listening to and learning from citizens - our residents, visitors and communities
  - Partnership working, for example with West Sussex County Council, other District and Borough councils, business and the Third Sector.
  - National political priorities as well as legislation and duties we are governed by as councils
  - Our own professional knowledge and expertise as employees of the Councils.
- 3.7 It is a guiding and evolving plan, the supporting detail of which will adapt and evolve with us and the involvement of our communities over the next 3 years. Collaboration with communities and partners is central to the type of organisation that we want to be, as set out in our Principles in the Plan. There will be an ongoing process of community engagement and involvement in how we develop and deliver services and help to shape places in Adur and Worthing. This will begin with engagement and consultation on the budget setting process which will start in the Autumn.
- 3.8 The writing of the plan has been kept as short and simple as possible, while reflecting the complexities of the context in which we operate and the many

different things that we do. If approved, Our Plan will be designed simply, from the text as presented, allowing it to be edited and changed over time as our work evolves.

- 3.9 The audience for the document is primarily staff, but with a secondary audience of members and partners. We will create a communications strategy to convey the priorities and different elements of the plan for wider public consumption. This will use internal and external communications channels, rather than being reliant solely on the document itself. Putting Our Plan into action through actions and behaviours is, ultimately, more important than the written words alone.

#### 4. Issues for Consideration

- 4.1 The draft Our Plan document outlines our purpose and our priorities. It is set out in distinct parts, each of which is relatively short and provides a summary explanation of what we are seeking to do or how we will work. The main parts of the plan are as follows:

- **Our Purpose** - what we as Councils are fundamentally here to do
- **How we work** - how we will treat each other as colleagues, customers and partners
- **Our Principles** - the collective principles which allow us to work effectively and to evolve as an organisation
- **Our Foundations** - the universal services that citizens see and use every day; the core services without which the councils cannot function
- **Our Missions** - focussed areas of work that allow us to tackle complex and longer term issues with others

- 4.2 Our plan sets out **Our Purpose** as being to provide good and lasting stewardship for both Adur and Worthing. This means taking a long-term view about how we can help to nurture people and places. It uses our influence as Councils to make sure everything works well together. It is a supportive role in which we must involve and listen to others.

- 4.3 **How we work** is as important as what we do. As representatives of the Councils we are judged not only by what we do, but how we conduct ourselves. We have developed a set of ways for how we should all treat people. They are for everyone in the Councils to meet, regardless of their role.

- 4.4 The Plan sets out three governing **Principles** to help us work well and to evolve as an organisation. To be able to provide reliable and quality services.



But also, to recognise changes in the world around us and respond positively to them in the long term. Each Principle is supported by a number of key actions, as listed in the plan and are, in summary:

- We are **resilient**, making the best of our finite resources and investing in our people
- We are **adaptable**, finding creative and effective ways to meet changing needs
- We are **participative**, putting people at the heart of decision making and services

4.5 **Our Foundations** are the essentials which keep us and our places working. They are the most visible, outward facing universal services. We deliver these day in and day out. They are the way we reach the most people most often. They are also the core services within the Councils. The people with skills and expertise who work unseen to keep all our staff and our services working well.

4.6 **Our Missions** are the big ambitions and complex issues we must address for Adur and Worthing to thrive long-term. By their nature, our missions are bigger than the individual services we provide. They need creative solutions that cut across our teams and other organisations. We must work together with residents, businesses, visitors, communities and partners. In doing so, we stand to achieve better things for everyone, making what we have go further.

- **Thriving People:** Residents can lead positive, healthy and independent lives. Access to the right support is there when they need it. They are included and valued in their local community. They can take part in decisions about their area and the services they receive.
- **Thriving Places:** All of our places are vibrant, inclusive and sustainable. They are loved by residents, businesses and visitors alike. People help to shape neighbourhoods which provide a good quality of life, affordably and close to home.
- **Thriving environment:** Thriving people and places depend on a thriving environment. Everyone pulls together to rapidly reduce our impact on it. By reducing carbon emissions and waste. Protecting and enhancing nature. And adapting to climate change.
- **Thriving economy:** A varied and resilient economy works for everyone. Our local business strengths are known worldwide. Businesses create jobs to support local people and create aspiration in our communities. They respect and nurture the environment.

- 4.7 Our Plan is the framework which allows us to coordinate all of our activity under purpose and overarching priorities, but does not list the full range of what we do or will do over the coming 3 years. Crucially, achieving what we set out in our Plan will be supported by a range of more detailed delivery plans. We are creating a 3 year rolling programme of delivery, with a focus on Year 1.
- 4.8 All of these parts will be overseen and coordinated by a cross-organisational working group of senior managers, reflecting the need to prioritise all activity to meet the big ambitions and complex issues which affect us all.
- 4.9 The success of Our Plan ultimately rests on organising and resourcing ourselves in ways to make it happen. We will do this in a way which is reflective of the principles. Resilient: we create a sustainable pace, for our staff and to make best use of our resources. Adaptive: we continuously learn and adapt our Our Plan based on what we learn. Participative: people have a voice in and can be part of the process.
- 4.10 To make sure that we are achieving the things and the priorities that we have set out, over the lifetime of Our Plan, we will review and report our progress within and outside of the Councils using formal and informal channels. We will develop and use new capability for live and historic data to adapt our plans and make sure they reflect the current concerns and lives of our communities.

## **5. Engagement and Communication**

- 5.1 Over the past year, the Chief Executive, the Corporate Leadership Team and the wider staff leadership team have been working collaboratively together in order to design this new corporate plan for the organisation. The Leaders and Cabinets of both councils have also been involved in the process of developing the plan to ensure the distinct and shared ambitions of both councils can be seen and effectively delivered through the new framework. Work to further engage the staff with the plan is underway, helping to ensure organisational priorities and ways of working are shared and understood.
- 5.2 Data, information and feedback from our communities, residents and businesses has been used to inform and shape the plan. Ongoing participation work and the use of data will keep this process live and help the ongoing review process of the plan.
- 5.3 If agreed by JSC and both councils, further work on the plan's design will be undertaken to help ensure residents can access, understand and engage with

the plan. This work will enable the councils to frame conversations with communities and partners about our priorities and intent, including service design and budget setting work.

## **6. Financial Implications**

- 6.1 There are no unbudgeted financial implications in this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process and built into the Councils capital and revenue budgets. The ongoing intention is that the activities set out in “*Our Plan*” and budget strategy become ever more closely aligned.
- 6.2 Our Plan should therefore be considered with the Medium Term Financial Strategy (MTFS) for the same period, and will consequently inform the budget setting process for 2023/24 and beyond. The new approach to working and addressing complex challenges set out in the plan will help the councils respond to the difficult fiscal environment being created through high inflation and increasing interest rates.
- 6.3 Monitoring progress against performance measures is a key element of the councils performance and risk management approach; any financial risks or resource requirements will be identified as a result.

## **7. Legal Implications**

- 7.1 The Corporate Plan forms part of each council’s policy framework, which means any decisions of Committees or officers need to be consistent with the Plan. The adoption of the plan will help the councils deliver their shared and different priorities, whilst also helping them in the effective prioritisation of resources. The delivery of the plan through each councils’ individual actions and in collaboration with each other, through the shared partnership agreement, will enable them to both deliver their distinct ambitions, whilst also complying with best value duty under the Local Government Act 1999.

## **Background Papers**

- [Worthing New Priorities](#)

Worthing Joint Strategic Sub-Committee (Item 4) - 5th July 2022

- [Adur New Priorities](#)

Adur Joint Strategic Sub-Committee (Item 5) - 29th September 2022

- [Platforms for our Places - Going Further \(2020-2022\) : Unlocking the Power of People, Communities and our Local Geographies Report](#)

Joint Strategic Committee (Item 6) - 3rd December 2020

**Officer Contact Details:-**

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Catherine Howe,, Chief Executive Officer

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## **Sustainability & Risk Assessment**

### **1. Economic**

**1.1** Thriving Economy is one of the four Missions identified in Our Plan and will therefore become one of the key documents informing the direction and prioritisation of the councils' work with regard to economic development across Adur & Worthing. Missions identified include:

- An inclusive economy which provides people with skills and opportunities to secure good quality jobs
- Ambitious, high growth companies locate in Adur and Worthing and smaller independent businesses thrive
- Economic growth regenerates places and high streets, helping communities to prosper

### **2. Social**

#### **2.1 Social Value**

**2.1.1** Residents and communities are central to Our Plan's development and delivery and 'Thriving people' is one of the four Missions identified in Our Plan. Missions identified include:

- People are healthy, resilient and resourceful; they can access the right help when they need it
- Everyone has a safe, secure and sustainable home
- Everyone is able to enjoy a wide range of cultural, leisure and sporting opportunities

**2.1.2** One of the three overarching Principles in the plan is Participative, which is based on the explicit intention to work more closely with citizens to involve them in deeper and more meaningful conversations about service design and delivery. Focused on collective outcomes and better use of cross sector experience, capacity and assets.

#### **2.2 Equality Issues**

**2.2.1** The councils are subject to the general equality duty set out in section 149 of the Equality Act 2010. This duty covers the following protected

characteristics: age, gender, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation.

2.2.2 In delivering the plan the councils must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

2.2.3 The participative principle describes the councils' commitment to providing truly inclusive services by listening to underrepresented voices, creating equal access and meeting our equality duties.

2.2.4 Given the breadth of Our Plan and the complexity of relevant protected characteristics and their intersections it is not possible to analyse all the impacts of the plan in relation to legally protected characteristics. However, the council's legal duties (Equality Act 2010) have shaped the development of the plan and will inform its delivery, in relation to eliminating discrimination, advancing equality of opportunity and fostering good relations.

2.2.5 Actions and areas of investment identified in the plan, as well as other decisions relating to implementation of the plan, will require Equality Impact Assessments as proposals are brought forward to relevant committees.

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

2.3.1 The councils are committed to the promotion of communities as safe places. Our Plan will progress the delivery of the councils' community safety commitments by strengthening working partnerships with the Police, communities, businesses and multidisciplinary teams across the council.

## **2.4 Human Rights Issues**

2.4.1 The services and projects set out in the report will enable the councils to identify solutions with other partners that will enable our residents, communities and neighbourhoods to flourish.

## **3. Environmental**

- 3.1 Thriving Environment is one of the four Missions identified in Our Plan and key actions include coordinated activity on prioritised issues of achieving net zero carbon, resilience to climate change and increased biodiversity by restoring natural habitats and creating a circular economy by minimising waste and keeping materials in use. Other Missions will support Thriving Environment, for example Thriving Places includes making sure our places are designed for people and nature, they are clean, safe and feel looked after.

#### **4. Governance**

- 4.1 This report provides the Committee with an overview of Our Plan, setting out priorities for the Councils going forward. Each Council's Constitution provides that the Joint Strategic Committee has responsibility for formulating the Corporate Plan, whereas formal approval of the final version is a matter reserved to each Full Council. Future strategic and resourcing decisions will need to be guided by the Corporate Plan.

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# OUR PLAN

RESILIENT > ADAPTABLE > PARTICIPATIVE



ADUR & WORTHING  
COUNCILS







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# INTRODUCTION BY THE CHIEF EXECUTIVE

I am pleased to introduce Our Plan, a framework for Adur & Worthing Councils for the coming three years.

A new plan provides a chance to reflect, to make sure we know where we are headed and to think how we can do things differently or better. In writing Our Plan we have tried to keep one question in our sights at all times: 'Why do we need to change?'

There are practical reasons for change - our last plan has come to an end, recent changes in local politics and my own arrival as the Chief Executive. There are necessary reasons for change, like the dramatic rise in living costs. This is affecting our residents and our business, and it affects how we run the Councils too.

But experience has shown that there will always be another unexpected priority or emergency. Our staff, like our communities, are tired from simply reacting to the next one, even though they have responded so well recently and I am proud of everyone.

There is a more hopeful reason for change, one that can actually make things better and that takes us closer to our main purpose as local councils - which is to provide good and lasting stewardship for Adur and Worthing.

If we can evolve to meet the world as it is now, rather than how it has been, we are more able to serve our communities. We can do better by our staff, creating an organisation that is resilient, adaptable and participative. These are the three principles written into Our Plan.

**RESILIENT** ➤ **ADAPTABLE** ➤ **PARTICIPATIVE**

## INTRODUCTION BY THE CHIEF EXECUTIVE

The way that we have come to work can slow us down. We don't get the most out of modern technology as a way to serve people, to connect our services together or to create a picture of what matters most to communities. We can change this.

Our fixed departmental structures and teams provide clear lines of responsibility and accountability. But they also separate us into different teams, so we spend time and energy trying to connect things back together again. We can change this too.

I believe that change can be positive - change that better reflects what our people and places need, that better reflects our purpose and that prepares us to evolve and respond more quickly to further change in the future.

We are changing because our staff and communities need resilience not more efficiency. Extraordinary things can happen when people are able to come together and take part, as we saw during the height of the coronavirus pandemic.

Ultimately, Our Plan is about our relevance and connection with those we serve. It's about the opportunity and not only the challenges we face. I hope, like me, you think this is a more compelling reason for why we need to change.

Our Plan sets out how we can start to bring this change about. Some of the answers will become clearer as we go. I am aware that real change lies not on paper but in how we actually work with others to make it happen. I look forward to sharing that journey with you.

**Catherine Howe**

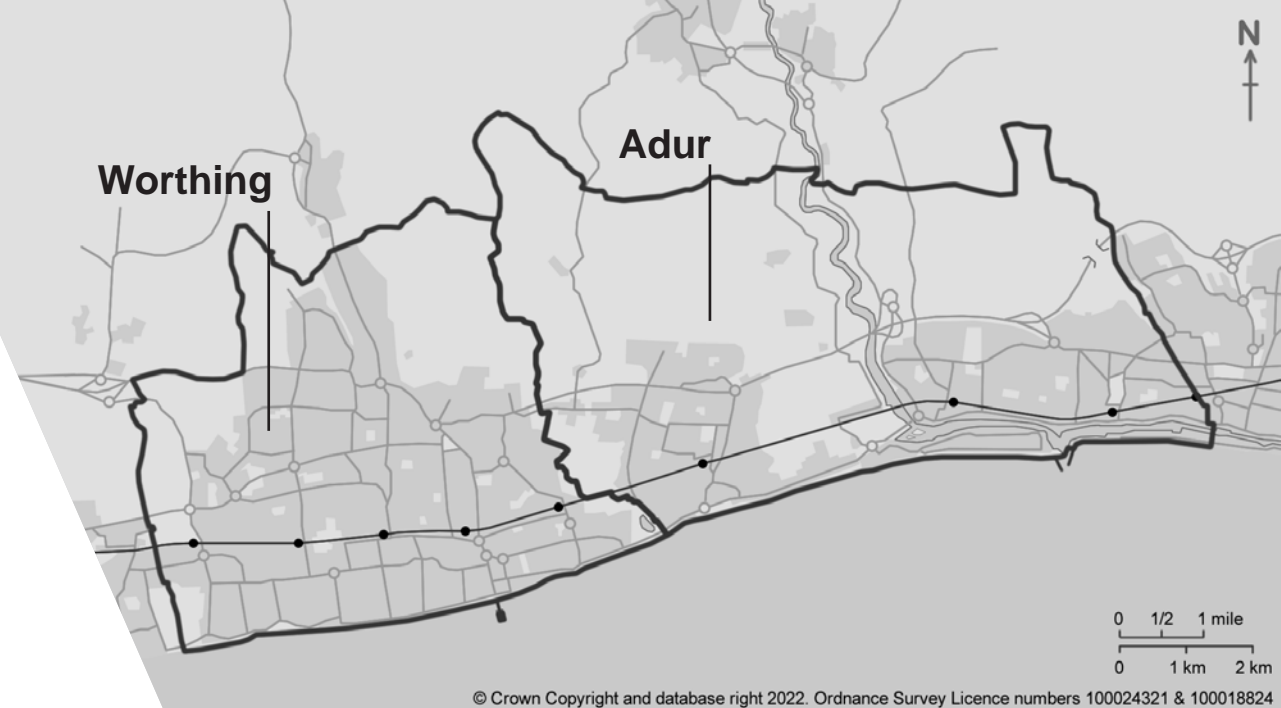
*Chief Executive, Adur & Worthing Councils*

# ADUR + WORTHING COUNCILS

Adur & Worthing Councils are a single organisation. We provide public services for Adur District Council and Worthing Borough Council. Both fall within the wider West Sussex County Council area.

Adur and Worthing each have a separate governing body, the Council. Each Council is formed of councillors - elected politicians who represent different local areas. The Council sets the priorities and takes decisions for its own place.

Adur and Worthing sit between the south coast of England and South Downs National Park. Each has a rich history, made up of distinct coastal and rural towns, villages and communities. In 2021, the population of Adur was 64,500 and Worthing 111,400.



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**There are over 400 green and open spaces in Adur and Worthing including allotments, parks and play areas**



**The coastline of Adur and Worthing is 15.75km long**

# ABOUT OUR PLAN

Our Plan is the framework for everything that we - Adur & Worthing Councils - do.

It is a forward-looking plan that explains why and how we are changing. We must change so that we can continue to get the basics right and meet the changing needs of our citizens. In doing so, we will support all our staff to plan and work well at a pace that is sustainable.

Our Plan is only the start. Making it happen are the many staff and volunteers who provide the services we deliver. To find out more and to use our services, please visit [www.adur-worthing.gov.uk](http://www.adur-worthing.gov.uk)

## ➤ OUR PLAN SETS OUT...

**Our Purpose** - what we as Councils are fundamentally here to do

**How we work** - how we will treat each other as colleagues, customers and partners

**Our Principles** - the collective principles which allow us to work effectively and to evolve as an organisation

**Our Foundations** - the universal services that citizens see and use every day; the core services without which the Councils cannot function

**Our Missions** - focused areas of work that allow us to tackle complex and longer-term issues with others

# 1

## OUR PURPOSE



1,029 extra tonnes  
of recycling collected  
in A&W





# OUR PURPOSE

## What are the Councils here to do?

Our main purpose is to provide good and lasting stewardship for both Adur and Worthing. This means taking a long-term view about how we can help to nurture people and places. It uses our influence as Councils to make sure everything works well together. It is a supportive role in which we must involve and listen to others.

We offer stewardship in many different ways - from the day-to-day services we provide, like collecting waste and recycling, to personalised advice and support, coordinating plans and projects to stimulate growth and the local economy, and tackling urgent national issues, like rising living costs and climate change.

**Our purpose is to provide good and lasting stewardship for both Adur and Worthing, so that people and places can thrive**



More than 2,000 people provided with health and wellbeing support across A&W each year



# OUR PURPOSE

Good stewardship means working well with all our partners in the public, private, community and voluntary sectors. This is because expertise, capacity and resources are best shared towards common aims. We work with partners outside our Council boundaries to address regional challenges together.

We look to our citizens, the people who care about and make up Adur and Worthing. We ask them to help us to look after our places and each other. One of our three guiding principles in this plan is 'participative'. This means involving citizens in a way that is more relevant and meaningful to them and the way they want to live.

## ➤ WHAT WE DO IS SHAPED IN A NUMBER OF WAYS...

- Priorities set by Adur District Council and Worthing Borough Council
- Listening to and learning from citizens - our residents, businesses, visitors and communities
- National political priorities as well as legislation and duties that we follow as Councils
- Our own professional knowledge and expertise as employees of the Councils
- Partnership working, for example working with West Sussex County Council and other district and borough councils

# HOW WE WORK





# HOW WE WORK

## How do we work with other people?

How we work is as important as what we do. As representatives of the Councils we are judged not only by what we do, but how we conduct ourselves. We have developed a set of ways for how we should all treat people. They are for everyone in the Councils to meet, regardless of their role.

They apply across everything we do. Whether we are working with colleagues, with partners, or serving our communities. They allow us to work better together and to recognise and challenge inappropriate behaviour.

## HOW WE WORK

- We listen
- We say what we think & do what we say
- We are inclusive & kind
- We are ambitious
- We think & act beyond ourselves & our service
- We are a team





# OUR PRINCIPLES



Since 1st January  
this year, 100% of  
our stray dogs have  
either been reunited  
or rehomed





# OUR PRINCIPLES

## What kind of organisation are we?

We have identified three principles to help us work well and to evolve as an organisation, to be able to provide reliable and quality services, to recognise changes in the world around us and respond positively to them in the long-term.

Our Principles are a practical way to make decisions about how we provide services. For example, does this change support our resilience? Are we being adaptable in this action? Have we made it possible for people to take part in this piece of work?



## OUR PRINCIPLES

**We are resilient**  
**We are adaptable**  
**We are participative**



## OUR PRINCIPLES

**We are resilient...**  
making the best of our finite resources and investing in our people

### What is this principle for?

This principle is about creating a sustainable pace of work and making the most of what we have got. Being resilient creates the space for people to learn and to grow. It also means being realistic about how much we can do with what we have at any time. And it means treating ourselves and each other kindly.

### Our actions to make it happen...

- Focus on getting the basics right and creating a strong foundation to change from
- Informed by political priorities, make choices about what we resource and what we stop doing
- Design a structure for the organisation that provides capacity and flexibility
- Provide a safe and supportive work environment that nurtures mental and physical health
- Work with communities and partners to make the most of collective assets, capacity and capability





## What is this principle for?

This principle is about being an organisation that encourages change instead of change being hard, where our systems and processes make us effective, with skills to innovate and try new things. This allows us to meet the changing needs of our places, our communities and our staff.

## Our actions to make it happen...

- Create a culture that is brave and open to trying new things
- Develop skills and create space to learn, experiment and adapt, not just react
- Provide the right tools, technology and data so that we can focus on the right things
- Offer leadership to encourage and enable others to work together towards common aims
- Evaluate what is and is not working or making a difference to inform service planning

# OUR PRINCIPLES

## We are adaptable...

finding creative and effective ways to meet changing needs



## OUR PRINCIPLES

**We are participative...**  
putting people at the  
heart of decision-making  
and services

### What is this principle for?

This principle is about bringing together everyone's knowledge and experience. To know that we are being heard makes our work more meaningful. It creates a greater sense of ownership and accountability. This goes for our staff, our partners and our communities.

### Our actions to make it happen...

- Involve people more closely in the design and provision of services
- Offer genuinely participatory ways for citizens to be involved in decision-making
- Provide inclusive services by listening to under-represented voices, creating equal access and meeting our equality duties
- Support councillors in their work of representing and championing the interests of residents, communities and businesses
- Ensure everyone who works for us feels respected and that their views count



# OUR FOUNDATIONS



In 12 months,  
Bereavement  
Services have held  
2,988 cremations  
and 404 burials





# OUR FOUNDATIONS

## What are Our Foundations?

We rely on a strong foundation for everything we do. Our Foundations are the essentials which keep us and our places working.

They are the most visible, outward-facing **universal services**. We deliver these day in and day out. They are the way we reach the most people most often.

They are the **core services** within the Councils - the people with skills and expertise who work unseen to keep all our staff and our services working well.

**Universal, people-centred services**

**Core services for an effective and learning organisation**



6.18 million household bins collected in A&W each year

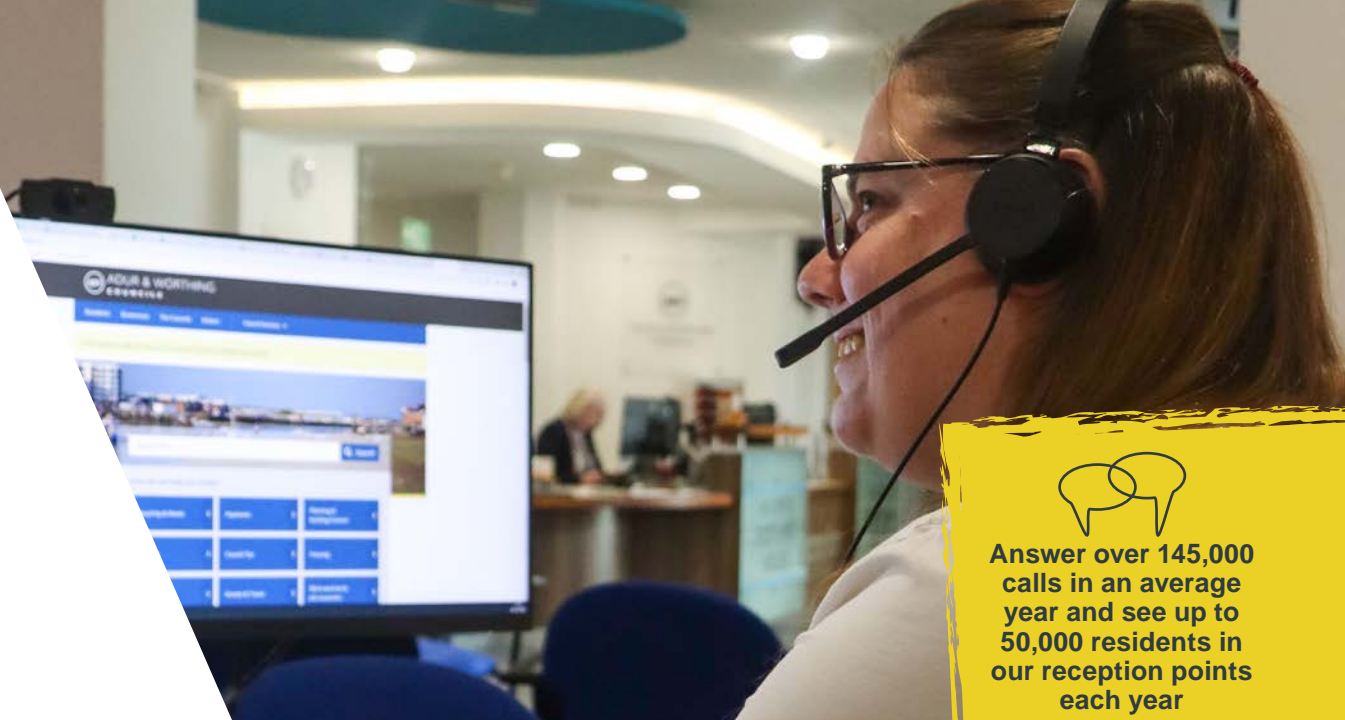
# OUR FOUNDATIONS

## What are universal services?

These are the services delivered in our communities - collecting waste and recycling, cleaning streets, maintaining parks and open spaces, planning and regulation which help to shape our places and keep us safe, and services that help us at vital moments in our own lives, like bereavement.

They are the personal contact people have with the Councils - like our customer service team, providing support and advice across many different service areas, or our council tax and benefits and business rates teams.

We work in ever more resourceful ways to provide reliable services - services which people can use at times and in ways that suit them.



Answer over 145,000 calls in an average year and see up to 50,000 residents in our reception points each year

## UNIVERSAL SERVICES

Reliable, people-centred services that are valued by residents, business and visitors every day



# OUR FOUNDATIONS

## What are core services?

These are the experts who provide advice, training and systems so all of our staff can work well together. We do not see them as 'back office' or 'support'. They are part of the essential foundations on which we stand.

Core services help staff to be effective in their roles and get the most from our finite resources. Staff are able to manage tasks, people and budgets. They can work within the political system and support our councillors. They can buy goods and services that deliver good value for money and support the local economy. They can make the most of new technology. And they can get the most from our assets, like property, vehicles and equipment.



£50m

Adur & Worthing Councils spend around £50 million each year. We have 740 staff and deliver over 150 services

## CORE SERVICES

Connect everything within the Councils, so we work effectively and get the most from what we have

# OUR MISSIONS





# OUR MISSIONS

## What are Our Missions?

These are the big ambitions and complex issues we must address for Adur and Worthing to thrive long-term. They are things like supporting people to live healthy and safe lives, creating towns and places where people are able to afford to live well, and encouraging people to make changes that will help us all to address climate change.

By their nature, Our Missions are bigger than the individual services we provide. They need creative solutions that cut across our teams and other organisations. We must work together with residents, businesses, visitors, communities and partners. In doing so, we stand to achieve better things for everyone, making what we have go further.

## OUR MISSIONS

- Thriving people
- Thriving places
- Thriving environment
- Thriving economy



1,340 planning applications processed across A&W in 2021



Residents can lead positive, healthy and independent lives. Access to the right support is there when they need it. They are included and valued in their local community. They can take part in decisions about their area and the services they receive.

## OUR MISSIONS

# Thriving people



Funding received to install three new accessible Changing Places toilets across Adur and Worthing

### The things we will work to achieve

- People are healthy, resilient and resourceful; they can access the right help when they need it
- Everyone has a safe, secure and sustainable home
- Everyone is able to enjoy a wide range of cultural, leisure and sporting opportunities





All of our places are vibrant, inclusive and sustainable. They are loved by residents, businesses and visitors alike. People help to shape neighbourhoods which provide a good quality of life, affordably and close to home.

## OUR MISSIONS

# Thriving places



We manage  
122 green spaces,  
including  
8 Green Flag parks

### The things we will work to achieve

- Places are designed for people and nature; they are clean, safe and feel looked after
- People feel a sense of belonging to places and communities. They can influence how places change
- Active travel is easy, with opportunities for walking, cycling and public transport





Thriving people and places depend on a thriving environment. Everyone pulls together to rapidly reduce our impact on it, by reducing carbon emissions and waste, protecting and enhancing nature and adapting to climate change.

# OUR MISSIONS

## Thriving environment

### The things we will work to achieve

- Action now achieves a fair transition to Net Zero Carbon by 2045
- Resilience to climate change and increased biodiversity by restoring natural habitats
- A circular economy is created, one that minimises waste and keeps materials in use



Commended  
for leadership  
in responding to the  
climate emergency  
in the MJ Awards

# OUR MISSIONS

## Thriving economy

£200m

There are over 7,000 businesses in Adur and Worthing, and our visitor economy is worth over £200 million each year

A varied and resilient economy works for everyone. Our local business strengths are known worldwide. Businesses create jobs to support local people and create aspiration in our communities. They respect and nurture the environment.

### The things we will work to achieve

- An inclusive economy which provides people with skills and opportunities to secure good-quality jobs
- Ambitious, high-growth companies locate in Adur and Worthing and smaller independent businesses thrive
- Economic growth regenerates places and high streets, helping communities to prosper



# WHAT HAPPENS NEXT?

- We are already making changes to the way we plan services and budgets so that we start to deliver on the things set out in Our Plan.
- We will work with all our staff so they understand and can help us to achieve Our Plan.
- We will use Our Plan to coordinate the delivery of political priorities for each Council.
- We will develop further plans to deliver Our Missions, involving citizens and partners in them.
- We will communicate how we are getting on with delivering Our Plan over the next three years.

## ➤ GET INVOLVED...

Ultimately, the success of Our Plan is the success of Adur and Worthing.

Please look out for ways to take part in making it happen and everything that we do. We will publish opportunities on our website and our social media channels.

Please share your thoughts and any ideas with us that can make Adur and Worthing places better places to live, to work and to visit.

Email - [ourplan@adur-worthing.gov.uk](mailto:ourplan@adur-worthing.gov.uk)

Visit - [www.adur-worthing.gov.uk](http://www.adur-worthing.gov.uk)

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Facebook - [www.facebook.com/AdurWorthingCouncils](http://www.facebook.com/AdurWorthingCouncils)

Twitter - [www.twitter.com/adurandworthing](http://www.twitter.com/adurandworthing)

Instagram - [www.instagram.com/adurworthingcouncils](http://www.instagram.com/adurworthingcouncils)

LinkedIn - [www.linkedin.com/company/adur-district-and-worthing-borough-councils](http://www.linkedin.com/company/adur-district-and-worthing-borough-councils)

# OUR PLAN

- **Our Purpose** - what we as Councils are fundamentally here to do
- **How we work** - how we will treat each other as colleagues, customers and partners
- **Our Principles** - the collective principles that allow us to work effectively and evolve as an organisation
- **Our Foundations** - the universal services that citizens see and use every day - the core services without which the Councils cannot function
- **Our Missions** - focused areas of work that allow us to tackle complex and longer-term issues with others

## Ways of working

### OUR PRINCIPLES

We are resilient  
We are adaptable  
We are participative

### HOW WE WORK

We say what we think & do what we say  
We are inclusive & kind  
We are ambitious  
We think & act broader than ourselves & our services  
We are a team

## Service focus

### OUR FOUNDATIONS

Universal, people-centred services  
Core services for an effective and learning organisation

### OUR MISSIONS

Thriving people  
Thriving places  
Thriving environment  
Thriving economy

**Our purpose is to provide good and lasting stewardship for both Adur and Worthing, so that people and places can thrive**

# OUR PRINCIPLES – the actions to make them happen

## WE ARE RESILIENT

- Focus on getting the basics right and creating a strong foundation to change from
- Make prioritised choices about what we resource and what we stop doing
- Design a structure for the organisation that provides capacity and flexibility
- Provide a safe and supportive work environment, which nurtures mental and physical health
- Work with communities and partners to make the most of collective assets, capacity and capability

## WE ARE ADAPTABLE

- Create a culture that is brave and open to trying new things
- Develop skills and create space to learn, experiment and adapt, not just react
- Provide the right tools, technology and data so that we can focus on the right things
- Offer leadership to encourage and enable others to work together towards common aims
- Evaluate what is and is not working or making a difference to inform service-planning

## WE ARE PARTICIPATIVE

- Involve people more closely in the design and provision of services
- Offer genuinely participatory ways for citizens to be involved in decision-making
- Provide truly inclusive services by listening to underrepresented voices, creating equal access and meeting our equality duties
- Provide councillors with effective and democratic ways to engage with and represent their communities
- Ensure everyone who works for us feels respected and that their views count

# OUR MISSIONS – the big ambitions we want to achieve

## THRIVING PEOPLE

People are healthy, resilient and resourceful. They can access the right help when they need it

Everyone has a safe, secure and sustainable home

Everyone is able to enjoy a wide range of cultural, leisure and sporting opportunities

## THRIVING PLACES

Places are designed for people and nature. They are clean, safe and feel looked after

People feel a sense of belonging to places and communities. They can influence how places change

Active travel is easy, with opportunities for walking, cycling and public transport

## THRIVING ENVIRONMENT

Action now achieves a fair transition to Net Zero Carbon by 2045

Resilience to climate change and increased biodiversity by restoring natural habitats

A circular economy is created, one that minimises waste and keeps materials in use

## THRIVING ECONOMY

An inclusive economy which provides people with the skills and opportunities to secure good-quality jobs

Ambitious, high-growth companies locate in Adur and Worthing and smaller independent businesses thrive

Economic growth regenerates places and high streets, helping communities to prosper

# OUR PLAN

Our Plan is not intended to be a static document and we will be reviewing and updating it each year. If you would like more information on anything included in Our Plan or would like to contribute ideas or feedback we would love to hear from you. Please get in touch via the email address below and we will get back to you. Thank you.

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

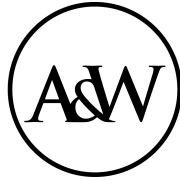


ADUR & WORTHING  
COUNCILS

RESILIENT ➤ ADAPTABLE ➤ PARTICIPATIVE

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ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
6 July 2023

Key Decision [Yes/No]

Ward(s) Affected:

## UK Shared Prosperity Fund - Investing in Adur District and Worthing Borough

### Report by the Director for Housing and Communities

#### Officer Contact Details

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#### Executive Summary

##### 1. Purpose

1.1 To provide Members with a detailed understanding of the approach being taken to deliver the UK Shared Prosperity Fund (UKSPF) in Adur District and Worthing Borough, and how this is responding to local resident and business needs, aligned to the fund criteria.

1.2 To update Members on the process, procedures and regulations associated with the awarding of UKSPF, including the monitoring and evaluation of outcomes.

## 2. Recommendations

2.1 That JOSC notes the overall approach to UKSPF in Adur and Worthing to deliver place-based interventions and activities to support our most vulnerable residents, support our businesses and to provide sustainable solutions in our places.

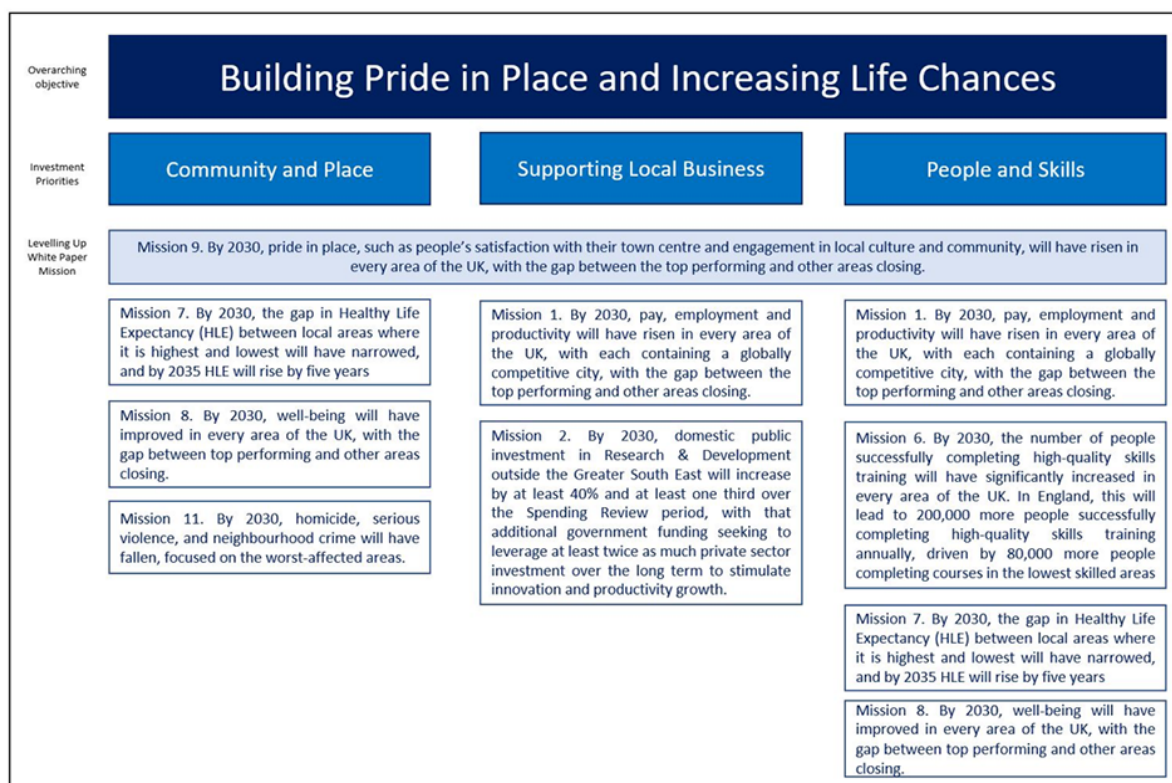
2.2 To agree to receive an annual report that provides a high level view of the progress of the interventions associated with UKSPF funding.

## 3. Context

3.1 The UK Shared Prosperity Fund (which replaced previous EU Structural funding) supports the UK government's wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency

3.2 There are three UKSPF investment priorities: **communities and place**; **supporting local business**; and **people and skills**. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission.



3.3. The core themes signalled above, align against the UKSPF criteria, the UK Government White Paper priorities but, helpfully also broadly connect to both Council's strategic ambitions and priorities.

3.4. The key dates associated with the UKSPF timetable were and are;

- Prospectus launch: February 2022
- Fund launch: April 2002
- Submission window: 30th June 2022 - 1st August 2022 (an extension was permitted to 30th September 2022)
- Submission review: 1st August - 1st December 2022
- First payments to early local authorities: from October 2022
- Funding period (for delivery): April 2022 - March 2025

3.5. The UKSPF provides a unique opportunity to engage and address local issues, elements of Government's national priorities whilst also adhering to the criteria of building pride of place and increasing life chances. The funded interventions are having a direct impact on and combat the following areas of concern/local priorities:

- Proactive and the Cost of living (which also includes fuel poverty)
- Support for local businesses
- Community participation and engagement

- Community-led sustainable transport solutions

3.6. It's worth noting that the government expected and had planned for the delivery of UKSPF interventions in 2022-23, in the context of the overall timetable above. Therefore, for all local authorities, Year 1 delivery (2022-23) was always going to be a challenge due to a short delivery window following the submission and review of the Investment Plans.

#### **4. Framework and process**

- 4.1. In order to secure the investment as signalled below, both Councils were required to submit an Investment Plan. A template was provided by the government and Officers and Members were asked to consider interventions and deliverables against a set of 'suggested interventions', however each Council had the ability to tailor and 'pick' which interventions were most pertinent to the local need and requirement.
- 4.2. In order to provide a rounded and robust process, Officers established a 'long list' of projects for Executive Members to consider, aligned to the recommended interventions by the government. There were a series of iterations of the Investment Plans as Officers worked with Executive Members, ahead of agreeing to the plans at Joint Strategic Sub-Committee meetings in January 2023 (links contained in background papers).
- 4.3. The Councils had to work within the timelines provided by the government, and due to the late release of information and the capacity of Officers, both Councils were provided with an extension to submit their Investment Plans. This was similar to other local authorities. The Investment Plans for both Councils were submitted on the following:
  - Worthing Borough Council: 9th September 2022
  - Adur District Council: 9th September 2022
- 4.4. All South East lower tier authorities received an allocation of £1m for the three years delivery term. Worthing Borough Council and Adur District Council fall into this bracket and therefore both authorities received £1m to spend on the agreed priority areas through to March 2025. The government provided both Councils with prescriptive yearly funding allocations, as below. This profile, as well as the overarching themes, have dictated when and how the Council can deliver on the interventions. The profile for each authority is:

	<b>Worthing Borough</b>	<b>Adur District</b>
2022 - 23	£68,814	£48,494
2023 - 24	£137,628	£96,988
2024 - 25	£793,558	£854,518

- 4.5 The funding is a split of capital and revenue with capital being required for 10% of the interventions in year 22/23, 13% in 23/24 and 20% in 24/25. The majority of the capital intervention will be seen under the Community-led sustainable transport solutions theme.
- 4.6 It should be noted that both Council's received their Year 1 allocation on 28th February 2023, following the submission review by the government, therefore had a period of 5 weeks to confirm delivery and spend arrangements. Due to the work that had taken place previously, Officers were able, with the agreement and oversight of Executive Members, to action this spend quickly and aligned to the Investment Plan agreement.
- 4.7 The funding release is different to most other external funding as monies are received in advance of delivery on an annual basis, subject to the interventions being delivered in the previous year. This limits the risk as projects can be forward funded, rather than the usual position of funding in arrears. However, it should be noted that as of 12th June 2023 neither Council has received their Year 2 allocations albeit the delivery plans have been signed off.
- 4.8 As part of the agreed UKSPF monitoring process, each Council has to complete a 6-monthly report and also an annual return. These processes are linked and request the same type of information, including money spent, interventions delivered and whether the outcomes have been achieved. To support the process, each Council has an assigned UKSPF Relationship Manager to ensure clear communication between the parties.
- 4.9 The UKSPF interventions are being delivered by Council staff, and are therefore also subject to internal programme governance. This consists of a monthly project meeting comprising Project Leads and Sponsors with specific invitations issued to other Officers and third parties where

applicable. Executive Members are provided with regular updates from the programme team.

- 4.10 To ensure Member oversight, Officers meet with appropriate Executive Members regularly (every 6 - 8 weeks) to update them on the progress of the projects and interventions under the themes of proactive and cost of living, community participation, business support and sustainable transport.

## 5. The work programme

- 5.1 The proposed interventions align to UKSPF Criteria, Levelling Up and Adur & Worthing Council's Our Plan corporate strategy. In addition, the interventions identified align with Member priorities. The projects support interventions to address key themes including; cost of living, sustainable transport, business support, wellbeing, community participation and fuel poverty.
- 5.2 It should be noted that the majority of UKSPF spend is delivered as joint services as the majority of outcomes fall across both Adur and Worthing. There are local differences and greater emphasis on particular areas but economies of scale have been deployed to maximise the funding available across the two authorities.
- 5.3 Each Council had to identify the breakdown of cost associated with each core theme as part of the Investment Plans. The allocations are as follows, which match the prescriptive nature of the fund and interventions:

Worthing Borough Council:

	2022-23	2023-24	2024-25
Proactive / Cost of Living (including community participation and fuel poverty)	£50,000	£89,628	£410,372
Community Participation	£0	£8,000	£42,000
Sustainable Transport	£18,814	£40,000	£191,186

Business Support	£0	£0	£150,000
<b>Total:</b>	<b>£68,814</b>	<b>£137,628</b>	<b>£793,558</b>

Adur District Council:

	2022-23	2023-24	2024-25
Proactive / Cost of Living (including fuel poverty)	£48,494	£68,988	£442,518
Community Participation	£0	£8,000	£42,000
Sustainable Transport	£0	£20,000	£220,000
Business Support	£0	£0	£150,000
<b>Total:</b>	<b>£48,494</b>	<b>£96,988</b>	<b>£854,518</b>

5.4 For both Councils, supporting the Cost of Living crisis has been prioritised by both Councils. The Cost of Living Roadmaps detail the high level actions that each 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 connected Cost of Living Action Plans. These broadly cover four major areas of focus:

1. Coordinating an urgent response to the cost of living emergency through helping to meet short term need (including how this connects with Proactive)
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 work collaboratively to better utilise resources to meet community needs and promote financial wellbeing and resilience



- 5.5 The Councils' have allocated significant investment from UKSPF to ameliorate against the impacts of the Cost of Living emergency, as there is a clear recognition that following the impact of the pandemic on communities, in particular for more vulnerable households, there is a need to act urgently to help alleviate personal pressures.
- 5.6 Under the aforementioned themes, the interventions that have been identified to be delivered will be done so over the three year project duration. The timing of the interventions are based on priority and funding available per annum. The identified interventions and proposed timings are set out below.
- 5.7 **From Year 1 (2022/23):**

#### **Proactive and the Cost of Living**

- 1.) Developing through a local community bank a **No Interest Loan Scheme (NILS)** which supports our Ethical Debt policy and approaches. An investment of £50,000 per authority has been delivered to have a lasting legacy beyond the funding duration, due to this being a replenishing pot, through loan repayments. Further details include:
- Financially excluded or vulnerable households have no access to affordable loan products. They can't borrow funds because they don't have sufficient income, and they can't afford to pay back interest on any funds borrowed.
  - In the context of financial exclusion, no income loans are usually offered by non profit, community based, credit agencies such as credit unions, or community banks. They offer no interest loans that attract no interest and repayment is solely of the principal loan amount. Loans are typically small - on average around £2,000 and used to purchase essential goods or services that enhance financial independence for the borrower. A loan repayment schedule is established based on the real income of the borrower. Repayment schedules are tailored to reflect borrower's financial circumstances, other calls on their money and their capacity to pay.

#### **Sustainable Transport**

- 2.) In order to achieve the capital spend requirements, each Council supported the purchase of new bikes associated with the new bike share scheme being introduced across Adur and Worthing. This intervention, within the 5 weeks delivery period enabled each Council to utilise the capital monies and not return these funds to the government. These bikes are now installed and the new expanded scheme, including in Adur, is up and running as of 9 June 2023.

#### 5.8 **From Year 2 (2023/24):**

In addition to continuing the Year 1 interventions, Officers are currently working on the following projects following agreement from the Executive Members oversight groups to proceed:

##### **Proactive and the Cost of Living**

- 1.) Support the delivery of our **Proactive** approach increasing our capacity and resources to deliver to our Thriving People Mission by embedding resources in the Multidisciplinary Team, to deliver services to the right people, at the soonest possible time, by:

- a) Further embedding and expanding our **TellJO** pilot, using the online screening tool that residents can access by completing a simple online questionnaire which will show them how to request a fair repayment plan with the Councils, get discounts on their utility bills and receive debt advice.

The tool also provides signposting to third sector organisations offering support for those dealing with issues including mental health conditions, drug or alcohol problems, or domestic abuse. Where residents face barriers in accessing digital forms of support, or where there residents face higher levels of complexity, there is person centred contact support offered through our OneStop service that will underpin and complement our TellJo offer.

- b) Expand the provision and use of the **LIFT platform**, using their Low Income Family Tracker “LIFT” to carry out predictive data analysis and modelling via the use of our data sets held within the Revenues and Benefits Team. Using data (LIFT) and technology (Tell JO) the objective is to create and develop the capacity and approaches to proactively identify and reach out to those experiencing vulnerability. Using person centred approaches (in person and digitally) the purpose is to inform, support and signpost residents to help and support, enabling people to sustainably manage, be more resilient and improve their wellbeing.

- c) Increase the capacity and fund three **Proactive Case-worker posts** (all full-time) to support the work of Proactive, ensuring our most vulnerable residents have more direct access to the support they need.
- 2.) To develop the Councils' aspiration of listening and engaging with communities, continue to establish a series of local conversations to enable Officers and Members to upskill regarding **participatory methods**. Outcomes include the number of events and number of people engaged. In Worthing, this is likely
- 3.) This year will see the Council developing an approach to provide financial assistance to households that are experiencing hardship and require help with energy and fuel costs / advice. Whilst work will be developed in this year, it's likely that any intervention will be delivered in Year 3.

### **Sustainable Transport**

- 4.) To develop a number of localised interventions, primarily capital, to support greater travel by walking and cycling. These projects are yet to be determined by both sets of Executive Members for this financial year, however Officers are currently exploring the potential of the following:
  - Additional cycling stands
  - New secure cycle storage in town / village centres and in neighbourhood areas
  - In partnership with West Sussex County Council, identify funding gaps for delivery and investment into current projects including Safe School Streets

### **Business Support**

- 5.) This year will also see the design of a **Business Support Programme** across Adur and Worthing to fill the gap of a number of EU-funded packages that will be coming to an end in 2023, including the Hothouse Programme (delivered by the University of Chichester) and RISE (delivered by Brighton and Sussex Universities). These programmes had a focus on innovation and sustainability and these are likely to be key themes for the delivery of the Programme from late Year 2 and into the main delivery in Year 3.

#### **5.9 From Year 3 (2024/25):**

In addition to the continuation of the Year 2 interventions it's anticipated the Councils will also deliver the following:

### **Proactive and the Cost of Living**

- 1.) This year sees the core delivery of the **Fuel Poverty** scheme, as designed in Year 2. This may be in the context of the overall Proactive and Cost of Living Roadmaps and / or react to other schemes (external and internal) that may be available tackling the same outcomes. The Councils will ensure additionality of any scheme.

### **Business Support**

- 2.) This year sees the core delivery of the **Business Support Programme**, and is likely to consist of direct consultancy advice as well as specific 'grants for growth'. This programme is currently being designed with Executive Members and stakeholders.
- 5.10 Due to the nature of the interventions identified and the nature of the Fund, the programme may shift during the delivery period. This will be discussed regularly within the project group meetings and Executive Member oversight groups, however all proposed changes will be detailed within an Annual Review.
- 5.11 Any proposed changes must be agreed by the delegated authority internally before being formally agreed with the UKSPF Relationship Manager. The interventions detailed are those that reflect the most pertinent priorities locally at the current time and appreciation must be made that these could change over the three year life of the Fund.
- 5.12 It must be stressed that the interventions identified are not new or additional to the current priorities and / or planned workstreams. All interventions align with the UKSPF criteria and address local priorities but have been identified as those that will be most impactful for the communities of Adur and Worthing.
- 5.13 All interventions have also been identified as having lasting impacts and sustainable beyond the 3 year programme. This was an important factor as the Councils' didn't wish for provision to 'switch off' in April 2025, following the close of the Fund. Officers and Executive Members will continue to monitor the projects to ensure continuity, subject to the needs and priorities at the end of the term.

## **6. Engagement and Data**

- 6.1 A UKSPF Multi-Disciplinary Team was initially established to ensure that the Councils had a grip on the funding and allow for the submission of the plans. This cross-cutting team was represented by all Directorates and especially those Officers that matched against the UKSPF criteria the most, for example wellbeing and economic

development. The terms of reference for the group was, and continues to be, as follows:

- To review the fund and establish a governance structure
  - To design interventions and a spend profile, matching the fund criteria and funding release profile (see 5.3)
  - To provide recommendations to Executive Members on all projects and intended spend
  - To deliver, and where required adapt, all projects and interventions across the 3 year programme
  - To monitor and provide regular returns to the government on delivery and performance (6 monthly and yearly returns)
  - To provide regular updates to the Executive Member Oversight Groups, including signalling any successes or risks
- 6.2 To ensure Members had control of the process, Executive Member Oversight Groups were established following the Joint Strategic Committees in January. Meeting independently, so adaptations in delivery can be made dependent on Adur or Worthing emphasis, these groups are made up of relevant Executive Members from each authority and provide the approvals for spend, aligned with the delegations to Directors for the day-to-day delivery of the interventions.
- 6.3 To support the design and development of the Investment Plans, and consideration of what interventions to select, Officers initially presented a 'long list' of solutions to the Executive Member Oversight Groups, informed by existing data within the organisation (identifying those areas of need) and an understanding of what existing projects were in the pipeline that UKSPF may / could fund.
- 6.4 From the long list, Officers engaged with teams, services and partners to rationalise the list down to a short list that identified the most pressing local themes that also adhered to the funds criteria. Themes were developed and interventions designed and these were contained in the Investment Plan submissions. Whilst there is some flexibility and adaptability in the plans, UKSPF representatives have made it clear that the Councils' will be monitored on the interventions and outcomes within these plans.
- 6.5 To 'test' the Councils' design and thinking regarding the interventions, it was important that partner agencies and stakeholders were contacted as part of the design process, which included organisations such as West Sussex County Council, DWP, Universities of Brighton, Chichester and Sussex and local organisations such as Guildcare. This consultation did result in a number of amendments to the interventions, therefore the Councils' are confident the interventions support rather than duplicate any provision in our communities.

- 6.6 Further to supporting the design, the Councils' also contacted a wider set of partners and stakeholders to assess demand and interest in those wishing to deliver aspects of the programmes, whether in Year 1, 2 or 3. A number of initial consultees on the Investment Plans have followed up their interest and, through appropriate contracting methods, are now supporting the Councils in delivering the UKSPF Plans.
- 6.7 It is important to note that the Councils' are continually 'checking in' with partners and stakeholders throughout the delivery of the interventions, to ensure these remain relevant to not just the Councils but also our communities. The intention of the fund is to support greater prosperity and this requires continuous 'inside and outside reflections' to ensure the interventions continue to be impactful, especially against the outcomes contained in the Investment Plans.
- 6.8 Finally, to ensure open and transparent communication the Investment Plans have been made available on the Councils' website (links below). This page will be updated regularly to ensure the general public are aware of how the UKSPF funds are being directed and distributed in both Adur District and Worthing Borough. Furthermore, where UKSPF funds are being used (e.g. Proactive) this will be referenced in other Committee Reports to show the connection to this fund.

## **7. Financial Implications**

- 7.1 The work programme set out in the report is funded from the Councils UK Shared Prosperity Fund grant allocations over the three years 2022/23 to 2024/25. There will be no further financial implications if the Councils adhere to the conditions of the grant.

Finance Officer: Emma Thomas

Date: 09/06/23

## **8. Legal Implications**

- 8.1 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.
- 8.2 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
- 8.3 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.

- 8.4 s1 Local Government (Contracts) Act 1997 confers power on the Council to enter into a contract for the provision of making available assets or services for the purposes of, or in connection with, the discharge of the function by the Council.
- 8.5 When entering into a public contract, the authority is required to comply with the Councils' Contract Standing Orders found at Part 4 of the Councils' constitution. All expenditure of the Grant Funding needs to be in accordance with the terms of the grant.
- 8.6 In using the grant funding for its purpose, the Council is to ensure that consideration is given to the rules relating to Subsidies.

Legal Officer Joanne Lee

Date: 09/06/2023

### **Background Papers**

- [UK Shared Prosperity Fund Prospectus \(Department for Levelling Up, Housing & Communities\)](#)
- [UK Shared Prosperity Fund - Investing in Place \(Adur JSCC 10/01/23\)](#)
- [UK Shared Prosperity Fund - Investing in Place \(Worthing JSSC 12/01/23\)](#)
- [UKSPF Webpage \(Adur\)](#)
- [UKSPF Webpage \(Worthing\)](#)



## **Sustainability & Risk Assessment**

### **1. Economic**

- Interventions that create a 'Pride of Place' and 'Increase Life Chances' are important to create the right setting for the local economy. By improving local infrastructure, engagement practices, skills, sustainable green economy and alleviating financial pressures for many, the local economy will benefit through local spend, improved and sustainable business, increased employability and viability to live, work and visit the area.

### **2. Social**

#### **2.1 Social Value**

- The interventions support a number of stakeholders, including those local businesses, residents and employees. The UKSPF delivery will improve the sustainable transport experience whilst also serving to improve life skills, employability and the wellbeing agenda. All elements combine to improve the attractiveness of our places and the opportunity to support our local communities.

#### **2.2 Equality Issues**

- The interventions are aimed to ensure all that live, work and visit our places and interact with our services are positively affected. Wider equality points will be considered and implemented further as the interventions progress through design, procurement and delivery.

#### **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**

- Interventions include projects seeking to decarbonise local businesses with grants also made available to facilitate retrofitting of local residential

properties which will see a significant reduction in carbon and help work towards Adur & Worthing Council's net zero target.

- The scheme will also support improvements to the cycling and walking infrastructure across Adur and Worthing, encouraging residents and visitors to utilise natural spaces to support their own wellbeing.

#### **4. Governance**

- The UKSPF Project Team is existing and functional, and they act as the key operational control for this project. Executive Members have strict oversight of all elements of the project, including spend and programme progression.
- The Investment Plans have been signed off for the three years at JSC, the Directors for Communities, Place and Digital and Sustainability and Resources, in consultation with Executive Members have delegated powers to enter into appropriate contracts associated with UKSPF work.



ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
6 July 2023

Key Decision [No]

Ward(s) Affected:N/A

## **JOSC Work Programme review**

### **Report by the Director for Sustainability & Resources**

#### **Executive Summary**

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

1.1 This report outlines progress and plans for implementing the work contained in the Joint Overview and Scrutiny Committee (JOSC) Work Programme for 2023/24.

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

2.1 That JOSC notes the progress to deliver the JOSC Work Programme for 2023/24.

##### **3. Context**

3.1 The JOSC Work Programme for 2023/24 was agreed by the Committee in March and confirmed by both Councils in April 2023. It is usual practice for

the Work Programme to be reviewed at each meeting during the Municipal Year and the previous review was undertaken at the JOSC meeting on 8 June 2023. A copy of the 2023/24 Work Programme is attached as part of the Appendix A to this report and any reviews and changes to this have been agreed in consultation with the JOSC Chairs and Vice-Chairs. The Work Programme now includes a RAG (Red, Amber, Green) status to reflect how long items have been on the Work Programme and /or changes to when the item is expected to be presented to JOSC. This will help JOSC manage and prioritise its Work Programme and is one of the new options introduced by JOSC at its previous meeting as part of the new ways of working.

- 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 23/24 this will be done in December 2023.

#### **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 Chairs 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. Consideration should also be given to the capacity of the Committee and resources available when considering further Work Programme items.

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

- 5.1 The JOSC Chairs Vice-Chairs and the Councils Leadership Team have been consulted on the proposals contained in this report and in the Work Programme.

## **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:-**

Mark Lowe

Scrutiny and Risk Officer

Tel: 01903 221009

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.





ADUR & WORTHING  
COUNCILS

**Adur & Worthing Joint Overview and Scrutiny Committee Work Programme - 2023/2024**

Joint Overview and Scrutiny Committee - 6 July 2023  
Shoreham Centre

<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON AND STATUS OF ITEM</u>
Interview with Adur Leader <b>Reason for Scrutiny</b> - To consider and question the	Adur	Director for Sustainability & Resources	Cabinet Member	No  Green

Cabinet Member on issues within the Portfolio.				
Interview with Worthing Leader <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green
Update on the delivery of Our Plan and interview with Chief Executive - <b>Reason for Scrutiny</b> - To question the Chief Executive on the progress in delivering the objectives in 'Our Plan'	Joint	Director for Sustainability & Resources	Chief Executive	No Green
UK Shared Prosperity Fund - <b>Reason for Scrutiny</b> - Report on the progress of delivery of the work streams and how the funding is being allocated.	Joint	Assistant Director Place & Economy/Director for Place	Assistant Director Place & Economy/Director for Place	No. Item agreed by JOSC in February 2023 to be considered at this meeting but has been on the Work Programme for some time and has slipped due to the Fund timings being moved by the Government.  Amber
Review of JOSC Work Programme and consideration of any	Joint	Director for Sustainability & Resources	No	No Green

possible items for future Scrutiny				
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**Joint Overview and Scrutiny Committee - 7 September 2023  
Shoreham Centre**

<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON AND STATUS OF ITEM</u>
Interview with Adur Cabinet Member for Communities & Wellbeing <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	No Green
Interview with Worthing Cabinet Member for Community Wellbeing	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green
Interview with Adur Cabinet Member for Adur Homes and Customer Services <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on	Adur	Director for Sustainability & Resources	Cabinet Member	Yes. Item moved from the July meeting to try and align the Cabinet Member interviews more closely. Amber

issues within the Portfolio.				
Interview with Worthing Cabinet Member for Citizens Services - <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green
Interview with Worthing Cabinet Member for Environment - <b>Reasons for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green
Joint Revenue outturn report 2022/23 <b>Reason for Scrutiny</b> - Budget scrutiny and to identify any issues from the outturn that may require any further scrutiny.	Joint	Director for Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	Yes. Moved from July to enable time for the report to be produced following the outturn.. Amber
Outline Budget Strategy 2023/24 <b>Reason for Scrutiny</b> -	Joint	Director for Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	Yes. Moved from July to enable more time for the report to be produced in line with the Budget process.

Budget scrutiny and to identify any issues which require further scrutiny				Amber
Annual review of the recovery of the Adur & Worthing evening and night time economies (ENTE) <b>Reason for Scrutiny -</b> Follow up report on the ENTE JOSC review and the outcomes of discussions with Cabinet Members on the recommendations from the review.	Joint	Director for Place/ Assistant Director for Place and Economy	Adur Cabinet Member for Communities & Wellbeing Worthing Cabinet Member for Culture & Leisure	Yes. Item moved from the July meeting to enable the relevant Cabinet Members to attend JOSC.  Amber
Review of JOSC Work Programme and consideration of any possible items for future Scrutiny	Joint	Director for Sustainability & Resources	No	No  Green

**Joint Overview and Scrutiny Committee - 2 November 2023  
Shoreham Centre**

<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON AND STATUS OF ITEM</u>
Interview with the Adur Cabinet Member Environment & Leisure <b>Reasons for Scrutiny -</b> To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	No Green
Interview with Worthing Cabinet Member for Culture & Leisure <b>Reasons for Scrutiny -</b> To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green
Review of JOSOC Work Programme and consideration of any possible items for future Scrutiny	Joint	Director for Sustainability & Resources	No	No Green



**Joint Overview and Scrutiny Committee - 30 November 2023  
Worthing Town Hall**

<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON AND STATUS OF ITEM</u>
Interview with Worthing Cabinet Member for Resources - <b>Reasons for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources covering report	Cabinet Member	No Green
Crime and Disorder update - Interview with the Chairman of the Adur & Worthing Safer Communities Partnership (SCP) <b>Reason for Scrutiny</b> - To undertake the formal crime and disorder scrutiny role and scrutinise the work of the SCP.	Joint	Director for Sustainability & Resources	Chairman of the Adur & Worthing Safer Communities Partnership and Cabinet Members.	No.
Budget update and scrutiny - Joint Budget and	Worthing/Joint	Director for Sustainability &	Chief Financial Officer	No

Worthing only <b>Reason for Scrutiny</b> - To undertake scrutiny of the Budget and consider if any comments should be forwarded to the JSC.		Resources/Chief Financial Officer		
Review of JOSC Work Programme including note of changes made since Work Programme agreed by Councils in April 2023	Joint	Director for Sustainability & Resources	No	No

**Joint Overview and Scrutiny Committee - 30 January 2024**  
Worthing Town Hall

<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON AND STATUS OF ITEM</u>
Interview with Worthing Deputy Leader <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green

Interview with Adur Cabinet Member for Finance & Resources <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	No
Review of progress on the delivery of the Housing Strategy <b>Reason for Scrutiny</b> - To review the progress in delivering the Housing Strategy	Joint	Director for Communities & Housing/ Assistant Director Housing, Homelessness & Prevention	Director for Communities & Housing/Assistant Director Housing, Homelessness & Prevention	No.
Review of JOSC Work Programme	Joint	Director for Sustainability & Resources	No	No

**Joint Overview and Scrutiny Committee - 7 March 2024  
Worthing Town Hall**

<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 AND STATUS OF ITEM</u></b>
Interview with Worthing Cabinet Member for Regeneration <b>Reason for Scrutiny</b> - To	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green

consider and question the Cabinet Member on issues within the Portfolio.				
Interview with Adur Cabinet Member for Regeneration and Planning <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	Yes. Item moved from the 2 November meeting to try and align the Cabinet Member interviews more closely.  Amber
Interview with Worthing Cabinet Member for Climate Emergency <b>Reason for Scrutiny</b> - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No. Green
Annual update on progress with delivering the Climate Change agenda <b>Reason for Scrutiny</b> - To review the progress in delivering the climate change agenda	Joint	Director for Sustainability & Resources	Director for Sustainability & Resources/Assistant Director Operations & Sustainability	No Green
Worthing Theatres contract monitoring <b>Reason for Scrutiny</b> - To	Worthing	Director for Place	Director for Place	No Green

review the performance of Worthing Theatres.				
Annual review report on the work of the Worthing BID <b>Reason for Scrutiny</b> - To review the work of the Worthing BID	Worthing	Director for Place/Assistant Director Place & Economy	Director for Place/Assistant Director Place & Economy	No Green
Annual feedback report from meetings of the West Sussex Health & Adult Social Care Scrutiny Committee (HASC) - Issues affecting Adur & Worthing <b>Reason for Scrutiny</b> - To review the work of the HASC and the impact on Adur and Worthing	Joint	Director for Sustainability & Resources and verbal report from the Council Members on HASC	Council Members on HASC to report.	No Green
JOSC Work Programme setting 24/25	Joint	Director for Sustainability & Resources	No	No Green



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

<u>ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBER/OFFICERS TO ATTEND</u>	<u>STATUS</u>
Final report from the Working Group reviewing Cultural Services	Worthing	Chairman of the Working Group	No	Report expected in 2023.  This report has been delayed to enable some issues to be clarified with a Council Member.  Red
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.	Joint	Chairman of the Working Group	No	Working Group set up by JOSC on 14 July 2022. First meeting of the Working Group held in September 2022 which is reviewing the issues. Work ongoing.  Amber
Working Group reviewing the effectiveness of JOSC	Joint	Chairman of the Working Group	No	First meeting of the Working Group held on 29 June 2023. Work ongoing and will be reported back to JOSC in due course.

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**Previous meetings held in 2023/24**

**Joint Overview and Scrutiny Committee - 8 June 2023  
Shoreham Centre**

<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Planning Enforcement - The Committee is asked to review planning enforcement issues, planning enforcement policy and the Councils approach to planning enforcement <b>Reason for Scrutiny -</b> To review the Councils approach to planning enforcement	Joint	Head of Planning	Head of Planning	Item added at the request of JOSC in September following the consideration of a scrutiny request. Item previously deferred from the JOSC meeting in March.
Annual JOSC report for 2022/23 <b>Reason for Scrutiny -</b> To agree the Annual	Joint	Joint Chairmen of JOSC	No	No

report for reporting to Council meetings				
Interview with Adur Cabinet Member for Finance & Resources <b>Reason for Scrutiny -</b> To consider and question the Cabinet Member on issues within the Portfolio (Interview carried over from 22/23 Year as Cabinet Member could not attend)	Adur	Director for Digital, Sustainability & Resources	Cabinet Member	No
Review of JOSC Work Programme including confirmation of any JOSC Working Group memberships for 2023/24 and also consideration of any possible items for future scrutiny	Joint	Director for Digital, Sustainability & Resources	No	No
Improving the effectiveness of overview and scrutiny	Joint	To be considered by the Joint Chairpersons.	No	No

**Additional items to be considered as part of the forward Work Programme in 2024/25**

**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

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