



ADUR & WORTHING
COUNCILS

19 January 2024

Joint Overview & Scrutiny Committee

Date:	30 January 2024
Time:	6.30 pm
Venue:	Gordon Room, Town Hall, Chapel Road, Worthing

Committee Membership:

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

Worthing Borough Council: Councillors; Heather Mercer (Worthing Chairman), Elizabeth Sparkes (Worthing Vice-Chairman), Cathy Glynn-Davies, Dan Hermitage, 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 30 November 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 on Thursday 25th of January 2024.

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 Thursday 25th of January 2024.

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. Update on the Delivery of Our Plan and Interview with Chief Executive (Pages 5 - 60)

To consider a report by the Chief Executive copy attached as item 8

9. Review of the JOSOC Work Programme (Pages 61 - 84)

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

10. Interview with Adur Cabinet Member for Finance & Resources (Pages 85 - 90)

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

11. Interview with Adur Cabinet Member for Environment and Leisure (Pages 91 - 96)

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

12. Interview with Worthing Cabinet Member for Culture and Leisure (Pages 97 - 102)

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

13. Interview with Worthing Deputy Leader (Pages 103 - 106)

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

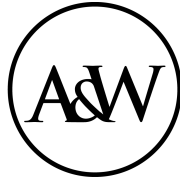
Recording of this meeting

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
30 January 2024

Key Decision No

Ward(s) Affected: All

Our Plan - Draft Performance Management Framework

Report by the Chief Executive

Officer Contact Details

Strategy, Policy and Performance Manager
richard.tuset@adur-worthing.gov.uk

1. Purpose

- 1.1. In 2022 the Chief Executive, the Corporate Leadership Team and the wider staff leadership team, worked collaboratively to design a new corporate plan for the organisation. This plan, which has come to be known as '[Our Plan](#)', was agreed and adopted at the Joint Strategic Committee and both Councils in October 2022 and was launched to staff over the course of November 2022.
- 1.2. Our Plan seeks to enable the successful delivery of Adur District Council 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.
- 1.3. The plan informs the budget setting work of both councils and directs overall organisational service planning and performance management.
- 1.4. Since the plan's adoption, the Chief Executive, with the Corporate Leadership Team, has been working to develop a new performance

management framework to monitor and track the successful delivery of the plan, including each administration's priorities, through the councils services, partnership working, projects and redesign work.

- 1.5. This report sets out the draft performance framework being developed and where available, provides progress against a range of Our Plan performance measures.
- 1.6. Work continues to further improve and develop the performance management arrangements for Our Plan, reporting will be annual and the next performance report covering 2023/24 will be provided in July 2024.

2. Recommendations

- 2.1 To note and review the progress made by the Corporate Leadership Team in developing a new draft performance framework for Our Plan.
- 2.2 To note the measures outlined in Appendices 1 and 2 are the first iteration of measures for discussion with the Joint Overview and Scrutiny Committee in January 2024 and to be agreed by the Joint Strategic Committee in March 2024.
- 2.2 The Committee is asked to review progress against performance measures, where these are available, and note the progress made.
- 2.3 To request annual performance reporting for Our Plan is brought to the Committee to monitor progress and support performance improvement.
- 2.4 To refer these performance arrangements, including feedback from JOSC, onto the respective Joint Strategic Subcommittees for Adur and Worthing Councils.

3. Context

Our Plan

- 3.1 In 2022 the Chief Executive, the Corporate Leadership Team and the wider

leadership team worked collaboratively to design a new corporate plan for the organisation. This plan, which has come to be known as 'Our Plan', was agreed and adopted at the Joint Strategic Committee and both Councils in October 2022 and was launched to staff over the course of November 2022. Our Plan is there to help the councils prioritise and deliver their work while creating the right culture and environment for staff. It is also intended to help the councils navigate the complexity of being one workforce supporting two different administrations in the most effective way possible. The plan also informs the budget setting work of both councils and directs the overall organisational service planning and performance management.

3.2 Our Plan outlines our purpose and our priorities and is set out in distinct parts and provides a summary explanation of what we are seeking to do and how we will work to deliver each council's priorities. 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 Missions** - focussed areas of work that allow us to tackle complex and longer term issues with others.
- **Our Foundations** - the universal services that citizens see and use every day and our core services without which the councils cannot function.

The Performance Management Approach

3.3 The draft performance framework for Our Plan outlined below aims to monitor progress in delivering Our Plan and associated activities, through a blend of actions and performance metrics. These will be reported annually to Joint Strategic Sub Committee, Joint Overview and Scrutiny Committee, residents and partners and will include a range of performance measures as well as progress updates.

The draft performance management framework for Our Plan sits within the overall performance management framework of the councils, including budget management and risk and opportunity management, and further work is planned to further improve the integration between these components and the overall approach being taken.

The approach being developed represents a definite shift from previous years ([Platforms for Places](#)) where the focus was principally on narrative updates. Through the revised performance management arrangements the councils aim to establish a more dynamic process, equipping senior managers, elected members, residents and stakeholders with the information needed to make decisions and encourage change. Outcomes for the councils from this approach include:

- Supporting delivery of the councils' purpose, principles, ways of working and priorities.
- Improving services and outcomes for our residents.
- Prioritising our goals and helping to allocate resources effectively.
- Driving continuous improvement, innovation and agile working.
- Promoting accountability and transparency and enhancing governance.

3.4 In developing our approach for Our Plan we have used the following guard rails to inform the approach:

- **Accessible:** Our staff members and stakeholders can access and understand our performance information.
- **Joined Up:** Our performance information presents both the big picture and will help in focused areas that require improvement
- **Accountable:** We will provide relevant information to the right people at the right time.
- **Flexible:** Our performance management system will be designed to be agile, able to adapt to changing needs.
- **Value for Money:** The cost and effort required to support our performance management system will be proportional to its benefit.

3.5 The performance management approach focuses on both identifying what has happened already and seeking to improve (where necessary) what happens next. In line with our principles, our performance management work seeks to:

- **Develop trust and openness** - Our approach seeks to foster trust and openness within the working culture of the councils, where we learn from mistakes.
- **Cultivate curiosity and inquiry** - We want our approach to create a culture of inquiry and curiosity at all levels of the organisation, where the goal is improvement and progress. This is different from more traditional approaches where, for example, a target is aimed for and seen as 'complete' when the target is met. We want to support innovation, creativity and meaningful performance progression.

- 3.6 Making meaningful improvements in performance management requires investments in time and capacity. Against a backdrop of diminishing resources this is challenging and our performance management approach therefore seeks to be as lean and as smart as possible and we have in this first developmental stage generally used existing data only.
- 3.7 The performance framework focuses on the following component parts from Our Plan:
- The delivery of our **principles**: resilient, adaptable and participative
 - The delivery of our **missions** which are also delivery mechanisms for each **administration's priorities**:
 - Thriving people
 - Thriving places
 - Thriving environment
 - Thriving economy
 - The delivery of our **core and universal** services.
- 3.8 The performance reporting arrangements include, where available or appropriate, the following elements:
- **Short Narratives** - To describe progress towards outcomes and explain performance progress.
 - **Dashboards** - To track and understand data and trends.
 - **Benchmarking & Targets** - Where available, linked to industry standards so we know where we are in relation to comparable authorities.
 - **RAG (red, amber, green and other) ratings** - These will be used where appropriate to highlight progress easily and swiftly.
- 3.9. Annual performance reporting for Our Plan will be brought to the:
- Joint Overview and Scrutiny Committee to scrutinise performance.
 - Joint Strategic Committee to oversee the performance of the Councils.

To ensure further accountability in monitoring performance to drive improvement, a new internal governance system will be implemented which will have four core building blocks:

- Major programmes (including the organisational redesign programme): including oversight of the performance of our major programmes

- Operational delivery: including oversight of the performance of our Foundational Services KPIs
- Core services (including finance): including oversight of the performance of our Corporate Health KPIs
- Mission areas (People, Climate, Place and Economy): including oversight of the performance of our mission roadmaps

Each of these boards will be chaired by the Corporate Leadership Team and the relationship between these and member committees will be outlined in the next update of the Annual Governance Statement (due in May 2024).

- 3.10. To embed a culture of using performance data to drive improvement, the organisation will include performance improvement as a key skill of senior managers and associated learning, as part of a new programme being developed to improve management skills.

Work will be developed to train managers on how to manage their performance:

- Track performance.
- Understand trends to anticipate future performance risks.
- Analyse what is driving negative performance and put in place mitigations.
- Prioritise what activities/projects have the biggest impact on a KPI to better focus support on those areas.

Relevant KPIs will be assigned to the relevant service responsible for those in their service plans which will be developed over Spring 2024.

4 Interim Performance Report for Our Plan: 2023/24

Whilst work to develop the performance management framework for Our Plan is ongoing, good progress has been made. Mid-year performance data is provided to members in this report to demonstrate the approach being taken and to provide interim performance information (where this is available) before the formal annual reporting in July.

The progress report provided below and in the attached appendices provides information on the delivery of Our Plan in 2023 / 24 using the data and information available to the councils at the end of December 2023. It is important to note the good progress being made during this time which has been shaped by legacies from the pandemic and the ongoing challenges of inflation and the cost of living crisis.

- **Performance Area 1: Delivering Our Principles**

Our Plan sets out three governing principles to help the councils work well, evolve as an organisation and to be able to provide reliable quality services. These principles also recognise changes in the world around us and seek to help us respond positively to these changes in the long term. In summary the principles are:

- 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.

Work to support the development of these principles across the councils has been focused on the following key areas.

- a) **Workforce Planning and Development** - The work to increase organisational resilience, adaptation and participation has been informed through an engagement process with our staff, to gather their views and better understand needs.

In 2022, as part of this work, we undertook a staff survey to collect views from our staff teams to better understand the support and development needs of our staff with particular reference to wellbeing and resilience. Some of the key messages from the survey included:

- **Well Being** - On a wellbeing scale of 1 to 10 (10 being the most positive) the majority of staff who completed the survey (73%) rated their well being positively (more than 6 out of 10) whilst 26% indicated their wellbeing less positively (under 5 out of 10). Almost 30% of the staff who completed the survey wanted the councils to make mental health at work a higher priority.
- **Workplace safety** - The majority of staff who completed the survey (83%) felt their work place was safe and friendly whilst 13% felt their work place was not safe or friendly.
- **Bullying or harassment** - Whilst most staff who completed the survey did not report any problems, 18% of staff indicated they had experienced either bullying or harassment in the past 12 months.

- **One to one management meetings** - Whilst most staff who completed the survey were meeting with their managers regularly, 34% of the staff were not having regular one to one meetings with their managers.
- **Communication** - Almost half the survey's respondents (48%) felt communication and engagement with staff could be further improved.

Some of our immediate actions to address issues raised include:

- The implementation of a new tool for staff to report any incidents of discrimination / harassment.
- The review of workloads is now part of our new annual service planning arrangement.
- The development of wellbeing support resources for managers and improved training.
- We have undertaken further work to better understand the support needs of staff and understand, for example, why one to one meetings aren't always happening. Issues identified are being addressed and resolved.
- We have developed and promoted our cost of living resources to help staff who are struggling.
- We have reviewed and improved our mental health support arrangements including the provision of a mental health first aid scheme at Commerce Way.
- An internal Wellbeing Campaign Calendar has been developed to better support staff health and wellbeing by signposting, raising awareness.
- We have reviewed and improved internal communications and engagement, especially for those staff who are not desk based.
- We continue to support and encourage our equality staff networks including the Women's Network, Disability, Carers Network, LGBTQ+, menopause and Neurodiversity groups.
- We will repeat the staff survey in 2024 to monitor progress in addressing issues raised.

In terms of our longer term and more strategic responses we are undertaking a number of key areas of work, linked to the budget and organisational design work described below. We have, for example, redesigned our HR and learning functions and incorporated them into the new People and Change Service, strengthening links between supporting and developing our people and the delivery of the councils' priorities. Key areas of work being progressed by the team include a review of all HR policies including the forthcoming

development of Workforce Development Strategy for the councils ensuring we have the capacity to deliver services to communities in new ways and meet our future challenges, including budget restrictions.

As part of this process we are seeking to build and develop the skills and capabilities of our staff to deliver the new organisational model by developing an annualised training plan and an improved learning development offer for staff and members. In terms of supporting councillors in their ward representation and council decision making, governance and oversight roles, the Member Development Programme has been developed and delivered with over 20 training sessions delivered between Annual Council Meetings in May and December 2023.

- b) Budget and service planning** - Council finances have and continue to be under considerable pressure, an issue widely experienced across local government. Significant work is underway to address in-year budget pressures and wider financial resilience for the coming year, and proposals for the 2024/25 budget will be reported through the February Joint Strategic Committee.

Service planning has been completed across the organisation using our Liberty Platform and we have established a 'Mission Control' function, as part of the new People and Change service, to better coordinate and prioritise the work of the councils. To support this work we have invested in new tools, technology and our work to improve the collection and use of data. For example we are developing the use of Asana to manage projects and report on their progress and we are actively exploring how Artificial Intelligence tools can assist us in a number of areas and we are building processes and toolkits to support staff undertaking participation work.

- c) Organisational redesign** - The organisation is developing a programme that will implement a new organisational design based on the principles and framework outlined in Our Plan. The goal of this is to both create a sustainable organisation which is adaptive, resilient and participative and to provide a mechanism for delivering outlined savings targets in a way which protects frontline service delivery to the greatest extent possible and retaining our ability to deliver the ambitions of the two councils.

The process of organisational redesign is being undertaken in two main stages. Stage 1 of the process has been completed and the new leadership team is now in place giving the councils the necessary capacity to support change and innovation and through this be able to better deliver the policy

objectives of both authorities. Having established the new leadership design work is now underway on Stage 2, a deeper and further process of change across the organisation to increase resilience and improve outcomes for our residents. The process of reshaping will seek to both improve service and community engagement whilst also responding to our budget challenges. The learning and experience gained from our resident engagement and participation work described below is being used to inform and guide the redesign process, improving neighbourhood services and strengthening community ownership and autonomy.

The organisational design work will look at staffing but also at changes to delivery models that can drive out additional cost savings by a move to digital first delivery. Whilst there are numerous benefits and opportunities associated with the organisational redesign work, a series of risks have also been identified which are being managed in order to achieve the objectives of this work.

The delivery of the Organisational Design programme will be reported through the Joint Strategic Committee.

- d) **Participation and Engagement** - As described above, our commitment to increasing resilience and adaptation includes work with communities and partners to make the most of collective assets, and to build the capacity and capabilities of our neighbourhoods and residents. Using our experiences described, the new organisational model seeks to develop and expand participative work with staff, communities and partners in a number of areas.

Examples of our work to increase participation and engagement include both councils' activities with communities and partners to progress the world class Sussex Bay initiative that is seeking to restore coastal habitats, creating enormous opportunities for our coastal communities in terms of new local jobs in fishing, aquaculture, recreation and tourism. Communities and residents have also been invited to give feedback and input into each councils budget setting processes through the budget consultation process. Both Adur and Worthing have also been delivering separate strategic support arrangements for communities and households affected by the cost of living crisis, including support for foodbanks and the provision of money advice services.

On a more area based approach the councils have been working with residents in a number of other contexts to build resilience and increase collaboration. In Worthing the council has been engaging with residents and partners to discuss and agree plans to respond to the climate and ecological

emergency impacts on Cissbury, Shepherds Mead land and the Sanctuary land in Salvington Ward. Communities in Durrington have been supported and engaged in considering and deciding on significant options for improvements in their local areas. The CIL Funding arrangements have been revised to ensure communities are better able to direct and participate in decision making. Through initiatives such as the Big Listen and Big Clean Up residents have also been able to give their views on local priorities and have been supported in taking care of the town centre, seafront and foreshore.

In Adur, a 'meanwhile use' has been developed for the Old police Station called Fabric, in partnership with FreedomWorks. Fabric offers space to create sustainable jobs but also to encourage the tenants to work together on ideas that can bring new opportunities to Lancing village. Over the past year, Fabric has supported 'Lancing Now and into the Future', a resident engagement process that has created a report and number of aspirations for Lancing. These aspirations are now being used to help guide renewal and regeneration projects for the village and associated funding applications. Work to improve tenant participation with Adur Homes has also been an area of significant focus with the launch of a newsletter, the delivery of new tenant satisfaction survey, increased tenant engagement activities and focused consultation and engagement work in key areas, for example on the future of Southwick Estate.

As part of the reshaping described above, we have established a People and Change service team and recruited a new Assistant Director to lead this service. In forming the service we have brought a number of corporate functions together, including policy, project management, communications, engagement, participation, learning and development and human resources. One of the intentions in creating this new service in the creation of this team, and associated matrix management arrangements across the organisation, is to support and develop a number of key organisational priorities including both our participation work with staff and residents but also our work in progressing equality, diversity and inclusion.

- **Performance Area 2: Our Foundational Services**

Our Foundational services are the essential services which keep us and our places working, they help deliver both our missions and each councils political priorities. They are the most visible, outward facing universal services that we deliver day in and day out, for example housing, planning, environmental health, parks and open spaces and refuse and recycling. Our foundational

services also include our core services within the councils, for example our work to support and develop our staff, internal audit and complaints and standards, ensuring staff and services are supported in working well.

Appendix 1 sets out the draft performance dashboard for our foundational services. Where data is available, quarterly performance metrics are provided for delivery up until Quarter 3 in 2023/4. If data is only available on an annual basis performance reporting relates to progress achieved in 2022/23. Members will note areas of particular performance challenge with regard to housing, responding to Freedom of Information requests, complaints and equal pay. Review work is in place to address these matters including the housing improvement plan described below and service redesign work.

Additional work is also planned to further refine and rationalise the list of key performance indicators for the July Reporting and where possible develop targets and identify benchmarks.

The dashboard for this area is presented in Appendix 1 - Our Foundations Dashboard.

Performance Area 3: Council Priorities and Missions

Council Administration Priorities

The key drivers that direct delivery of our foundation services and each mission area are Adur and Worthing council priorities. These priorities are distinct for each separate authority, but are in some areas shared, for example because of the shared service agreement or because they reflect similar challenges or opportunities both councils are seeking to address. In identifying and agreeing these priorities respective cabinets have worked with officers to develop the necessary plans and identify resources to support the required delivery.

Missions

Our Missions are the big ambitions and complex issues identified by the administrations of both councils in Our Plan that we must address for Adur and Worthing to thrive. By their nature, our missions are often bigger than the individual services we provide and they require creative solutions that cut across our teams and other organisations. In driving this work we are seeking

to work together with residents, businesses, visitors, communities and partners.

Appendix 2 sets out draft performance dashboards for both mission areas and each councils' priorities. These will be reviewed, developed and updated before the next reporting period. Some of the priorities identified are 'quick wins' able to be delivered within short time periods, whilst others are longer term ambitions requiring a delivery period over a number of years, and in some cases are therefore yet to start. Where plans involve a shared service, the councils have worked in partnership as appropriate.

The data shows good progress across a number of areas despite significant challenges associated with the pandemic, the cost of living crisis, the budgetary pressure experienced as a result of increases in inflation, interest rates and service demand, especially in housing. The predominant reason for delays in delivery are because additional external funding is being sought, partnership and community engagement is taking time or delivery is being delivered through the organisational redesign planned in 2024/25.

- **Thriving people:** Work to deliver this mission is focused on ensuring residents can lead positive, healthy and independent lives. Activities include ensuring residents can access the right support when they need it and are able to take part in decisions about their area and the services they receive. Many of these actions are being taken forward through the organisational redesign in 2024/25.

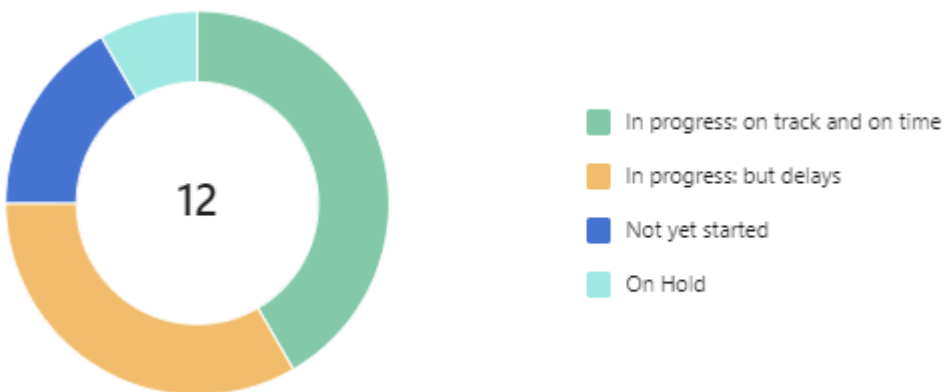


- **Thriving places:** Work to deliver this mission is focused on ensuring our places are vibrant, inclusive and sustainable and that they are loved by residents, businesses and visitors alike. As part of this work we are supporting people to help to design services and shape their neighbourhoods. Many of these actions are being taken forward

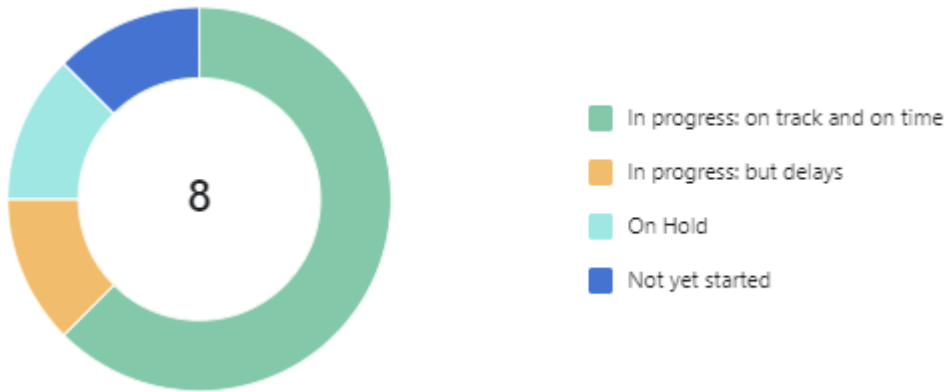
through the organisational redesign in 2024/25.



- **Thriving environment:** Work to deliver this mission is focused on the creation of a thriving environment by involving residents in making decisions and designing solutions to reduce carbon emissions and waste, protect and enhance nature and adapt to climate change.



- **Thriving economy:** Work to deliver this mission is focused on creating a resilient economy that works for everyone. This work involves enabling businesses to create jobs to support local people and create aspiration in our communities.



Adur District Council Priorities

○ Thriving People

A very significant focus of the council has been to respond quickly and effectively to rises in the cost of living affecting every household in the district. During 2022 and into 2023 inflation has been at its highest for many decades and has most visibly been seen in the sharp rise in energy bills and soaring food prices. Whilst many households and businesses have been struggling, the living standards and wellbeing of our most vulnerable residents has been prioritised by the council through a 'Cost of living Roadmap' including the following priority areas for action:

- Enabling residents to access No Interest Loans through community banking.
- Supporting our food banks as the frontline of community action.
- Supporting the provision of warm spaces as accessible spaces for residents to use over the winter months.
- Maximising ways to address fuel poverty.
- Keeping people in their homes safely.
- Targeting financial support where it's most effective.
- Create person centred pathways with a focus on prevention.
- A whole system approach to support through partnership working.
- Funding and resources to support delivery of the support needed.

The council has maintained its commitment to providing Council Tax Support for the poorest, combined with other improvements including changes to make it easier for residents to claim Council Tax support when they apply for Universal Credit. This work has delivered meaningful financial support for our low income and most vulnerable residents. Work to implement the revised corporate debt policy is ongoing improving support for residents experiencing

financial vulnerability by creating fair debt recovery arrangements, and effective signposting for those in need of further support.

The organisation, with Worthing Borough, has continued to invest in its Proactive Programme that enables the council to identify and help households with low financial resilience before they experience difficulties (see details below). As part of this preventative approach, the council has continued to invest in the delivery of its Health and Wellbeing Strategy, enabling its communities to thrive, focusing on improving resilience in our communities and our workforce. The council's social prescribing service is progressing well providing residents with a safe place to get support around health and wellbeing. There have been increases in the numbers using the services including residents seeking help with mental health, social isolation, finances and housing. This work is complemented through the Wellbeing Hubs and Alcohol Service helping residents with a number of concerns including alcohol consumption, weight management, eating healthier, mental health needs, feelings of isolation, money worries and bereavement.

The pandemic and the ongoing impacts of the cost of living emergency have affected young people in many ways and in response to these concerns a Young People's Strategy was approved by the Adur cabinet in June 2023, seeking to ensure young people in Adur are supported, encouraged and better able to achieve their potential. Additional resources are being sought to support this work. In the past 12 months the Local Community Network (LCN) that oversees the delivery of mental health partnership services for young people has developed the focus of its services around the impact of the cost of living including mental health, safeguarding, food and physical activity.

Work to assist people back into work, whilst also helping to address wellbeing issues such as debt, mental health, domestic violence, vulnerable housing and addiction has been ongoing. The development of the service is underway to ensure our 'good work' approach supports those affected by Domestic Violence. Some delays in this work have been experienced and the council is addressing these with our partners, including DWP. During this time the council has also been actively working to ensure successful implementation of the Community Safety Partnership Strategy and a review into the effectiveness of the Strategy and the funding formula for Safer Community Partnerships is progressing well.

On 22 November 2022, following the death of Awaab Ishak in Rochdale, the Regulator of Social Housing wrote to all registered providers requesting that they identify properties not meeting standards relating to decent homes and

repair. The Regulator said that any registered providers not meeting these standards should 'self-refer' immediately. Following this communication, the new Director for Housing and Communities undertook a diagnostic review of compliance by Adur Homes with regard to regulatory standards. This review found a number of areas where Adur Homes is not compliant as detailed in a report to the [Adur Joint Strategic Sub Committee](#) on the 7th of March and the [Joint Audit and Governance Committee on 23 March 2023](#).

Having referred itself to the Housing Regulator, Adur Council received formal notice from them confirming that the Council is in breach of two sections of the Home Standard. Work with the Regulator of Social Housing is progressing well and is on track. The delivery plan has been approved by the regulator and has a focus on the Home standard, providing tenants with quality accommodation, including the provision of decent homes, effective management of health and safety compliance and the provision of cost effective repairs and maintenance. Detailed performance management of this work is being overseen separately by [JAGC](#). Linked to this improvement work and in conjunction with Worthing Borough the council is making good progress in reviewing and agreeing a new Housing Strategy, which will include the Homelessness Prevention and Rough Sleeping Strategy.

Much work is underway to improve and increase housing provision in the district. In Shoreham, work to redevelop Ashcroft with the new scheme consisting of 44 new one bed sheltered housing apartments, designed with generous internal common space and landscaped gardens continues. The council is currently reviewing this scheme in light of the issues around accessing Homes England funding (due to the current Regulatory Notice for Adur Homes).

Work to develop two new blocks of housing on Albion Street totalling 49 units has been delayed but is now back on track and will be completed in 2024. Work at the Civic Centre also continues, having secured planning permission for 170 affordable homes in April 2022. Work to progress the development of the Western Harbour Arm through the implementation of the Joint Area Action Plan with West Sussex County Council and Brighton & Hove City Council has continued. A number of schemes are progressing to deliver homes for local people including at Free Wharf and Kingston Wharf. As described elsewhere in this report, the council in progressing this work, is taking the opportunity to further engage with residents, ensuring infrastructure implications are fully understood and incorporated into development plans. Following the granting of planning permission work is progressing at West Sompting to deliver 467 dwellings.

The Council continues to develop its small sites programme continues providing, affordable rent levels, with rents set at or below the Local Housing Allowance. Two other schemes have begun, both in Lancing, which will provide 2 and 3 bedroom homes. The council is also undertaking feasibility and capacity studies of a number of other underutilised, brownfield sites which will potentially make up a second round of small sites development.

A project team is working with residents to review options including refurbishment, improvements, infill, or partial or full redevelopment of the Southwick Estate. The preferred option following this engagement approach is for a full redevelopment of the majority of the estate that has the potential to deliver approximately 700 new homes, a mix of council homes and private sale. Essential maintenance work in Southwick to address residents' concerns is continuing to take place whilst this process is being undertaken and includes a significant interim works package. To support the overall place in Southwick, the council, in partnership with WSCC have delivered an upgraded public realm experience at Southwick Square.

The council's focus on reducing rough sleeping and homelessness has continued at pace as we seek to meet the challenges of increased demand. In Adur the demand for Temporary Accommodation has risen by 98% over a three year period. By March 2025 it is projected for a further rise of 42%. Nightly average cost of accommodation is £42 per night (September 23) and the shortfall between Local Housing Allowance (LHA) - rate we can claim - and market rents for a 2 bed property is £321.00. The council has recently re-launched the Adur and Worthing Homelessness Prevention and Rough Sleeping Partnership, bringing together key local partners focusing on how we can collaborate to address this issue. The council's approach to achieve an 'Everyone In' approach by working with a range of landlords to make offers of accommodation to everyone who is in need has progressed well. This approach is being actively supported by our "Opening Doors" scheme. The council is seeking to increase its stock of housing for Emergency and Temporary Accommodation including the scheme planned for South Street, Lancing.

- **Thriving Places**

The council has continued to develop its place based approach of working with local communities and stakeholders. Partnership work with WSCC on the Adur Growth Deal is progressing well, aiming to attract investment and combine resources to deliver local economic growth, enabling the

development of new homes and creating employment opportunities and community facilities.

In Shoreham the priority continues to be focused on making sure development of the Western Harbour Arm is able to both meet the housing needs of the area and deliver real benefits of the regeneration activity to local communities with the right infrastructure in place. Ongoing support for the market, the visitor economy and the highstreet has been another area of priority. In Southwick investments have continued in the town centre and the Southwick Square regeneration project has been completed, delivering significant public realm improvements.

In Sompting and Lancing work continues to better link the station to the sea and through the 'Lancing Now and into the Future', a resident engagement process, a shared vision and set of priorities has been developed. With delays regarding Levelling Up Round 3 the council is reviewing funding options with WSCC Growth Deal investment to deliver these outcomes. Following some delays with contractors, the council is also working to ensure the development of New Monks Farm and the new country park provides another opportunity to create opportunities for Lancing and the surrounding area. For Fishergate the key areas of focus have been supporting the development of a 'civic campus' around Eastbrook Manor which has real potential to become a community hub, with a focus on wellbeing, housing, young people, links into the local economy. As part of this work a Youth Investment Fund application has been submitted.

Work to further develop neighbourhood and place based working, including the development of roadmaps for improvement and renewal for Shoreham, Sompting, Lancing and Fishergate will be delivered through the organisational redesign in 2024. Work to update the Local Plan is progressing but there have been some delays caused by legislative changes and further delays with surveys being undertaken by contractors.

The council has continued to work in partnership with South Downs Leisure Trust to improve the facilities and opportunities available at our two sports centres and Adur's Swimming Pool. Work has also continued to support community groups, clubs and societies in the provision of leisure and sports facilities across our parks and open spaces. Work to transform Shoreham's Buckingham Park sports pavilion into a modern facility for the community is progressing well and at pace. The council is also continuing to work with the Russell Martin Foundation to bring Southwick Football Ground back into use

as an important local facility. Increased costs associated with this work are being considered as part of the capital programme for 2024/25.

In partnership with Worthing Borough, the council is progressing a Parks and Open Green Spaces Management Strategy helping to re-nature our green and open spaces, making them cleaner, greener and safer. Work with WSCC and other partners to protect exposed sites to illegal encampment is ongoing and generally progressing well. The Council is actively supporting a number of tree planting initiatives including new street trees where communities help to fund, water and take care of them.

- **Thriving Environment**

The council declared a climate emergency in 2019 and produced a carbon reduction plan to guide action, with multiple projects delivered by successfully securing external funds. The council secured £1.7m of Public Sector Decarbonisation Scheme funds and through these resources Ground Source Heat Pumps are now installed at Shadwells Court and Tollbridge House, fully removing gas from these sites and reducing carbon emissions from heating by over 80%. The Shoreham Centre now uses a large bank of Air Source Heat Pumps to provide heating and hot water to the building. The Council has also utilised Low Carbon Skills Funding to develop heat decarbonisation plans for the majority of its fossil-fuel fired boilers. This is a significant area of work and further work is needed across Adur Homes and in the private sector which will be addressed through the Housing Strategy.

Working with support from Ricardo, a fleet strategy is being developed to decarbonise and future proof our fleet, charging and maintenance facilities. The council is working in partnership with WSCC to install EV on-street charging points across Adur. The Bike Scheme was extended in Adur in 2023, delivering hubs in Shoreham, Lancing and Southwick.

The Sussex Bay initiative, created and led by the council in partnership with Worthing Borough, continues to build strong momentum, increasingly recognised nationally as an exemplar. Stretching along the entire Sussex coast, the project is actively unlocking funding to support kelp and other habitat research, development of nature financing models, innovation in marine regulation through a UK first support partnership with The Crown Estate, support for small boat fishing communities and a range of community participation initiatives including citizen science. Proposals for renaturing acquired land are advancing, with high levels of community engagement,

working as part of the wider Adur River Restoration in partnership with the Ouse and Adur Rivers Trust and Sussex Wildlife Trust.

Work is progressing with West Sussex County Council and the Sussex Local Nature Partnership on the development of a Local Nature Restoration Strategy, and there will be scope to broaden the strategy's aims by examining the potential for mapping more open spaces and domestic gardens in a larger effort with the community.

Delivery of key components of our waste strategy have been on hold pending delayed government announcements and funding for the new requirements set out in the Environment Act. Following recent announcements this work is now being developed, working towards the development of our own Waste & Resources Strategy and implementation of the requirements set out including residential food waste collections, which will be subject to funding. Other initiatives in progress or completed include the introduction of kerbside collection of electrical items, and more recently vapes; the launch and promotion of the Waste App, making it easier for residents to engage with the service; increasing 'recycling on the go'; submissions of funding applications for community composting and ongoing communication and engagement campaigns.

- **Thriving Economy**

The place based approach being undertaken by the council described in this report is continuing to renew infrastructure, stimulate economic development, improve sustainable travel and build new homes. Ongoing collaboration with local, regional and national partners will support this work, helping to drive areas of significant innovation including the potential development of local hydrogen-based solutions at Shoreham Port. The council is proactively working to influence the outcome of a major land sale to secure high quality employment opportunities on the site formally identified for the Ikea store. Our pioneering investment in gigabit ultrafast infrastructure continues to be rolled out with CityFibre but there are some delays at present with a subcontractor that are being progressed. Funding for the Citizen WiFi at the Shoreham Town Centre is being sought.

Markets are a key feature of Adur's places and with active support from the council, markets have recovered well since the pandemic and have been relocated to their original positions following temporary locations, such as Tarmount surface car park. The markets have seen steady growth over the

past 2 years with the ambition to further grow the trader base to provide a greater variety of local produce.

The development of the Western Harbour Arm at Shoreham Harbour has reached a significant stage with a considerable amount of development activity underway with more than 1100 new homes being delivered, the majority of which are affordable and a significant proportion of which will be occupied by people currently on the council's waiting list for a home. Regeneration of the Western Harbour Arm is vital for the well being of the Port and has unlocked the opportunity for major industrial and commercial activity to locate on the south eastern arm where facilities for modern shipping are more readily provided.

Development at New Monks Farm has reached an advanced stage with 174 new homes constructed and work underway on remaining phases underway. The new Country Park is being established before opening to the public. Following some contractor delays, the new road system to support the Airport and access to wider site is progressing and work is underway on the final arm leading from the new roundabout on the A27 to access Lancing College and Coombes Road. At Shoreham Airport work is underway on the construction of 25,000 sq metres of commercial floorspace.

In Lancing the 'meanwhile use' for the Old police Station called Fabric, in partnership with FreedomWorks is progressing well. Over the past year, Fabric has supported 'Lancing Now and into the Future', a resident engagement process that has created a report and number of aspirations for Lancing. These aspirations are now being used to help guide renewal and regeneration projects for the village and associated funding applications. With delays regarding Levelling Up Round 3 the Council are reviewing funding options with WSCC Growth Deal investment to deliver these outcomes.

Worthing Borough Council Priorities

- **Thriving People**

Through a focus on participation and engagement the council has commenced an ambitious programme to become a 'Council for the Community', tapping into the enormous capability and enthusiasm seen across the Borough's communities to work with the council on identifying issues and priorities and being part of the solutions required. Work

undertaken includes establishing the new Worthing Joint Strategic Sub-Committee enabling the Council to better focus on the issues and interests of the Borough, helping to open up democracy and better share decision making. The council continues to support delivery of an ongoing Big Listen process aimed to listen to residents, in many different locations, sharing different ideas across every area of council activity.

Alongside the Big Listen process the council has also undertaken a number of Big Clean-Up events focusing on the town centre and seafront. Through this approach the Council has worked with the Worthing Town Centre Initiative, local businesses, residents and community groups, identifying problems and areas that need improvement, and supporting the community in getting them cleaned up.

Some areas of work are yet to start and have been delayed, for example identifying resources for local communities to direct, because of funding constraints in 2022/23. These actions will be reviewed and progressed as a part of the budget setting and organisational redesign process. Work to open up and engage communities in the allocation of CIL funding has been transformed and is progressing well.

A very significant focus of the Council has been to respond to the cost of living crisis affecting every household in the borough. During 2022 and 2023 inflation has been at its highest for many decades and has most visibly been seen in the sharp rise in energy bills and food prices. In response to this crisis the Council declared a 'Cost of Living Emergency' in July 2022. Subsequently a strategic partnership was established and a road map developed with this group and agreed by Worthing Joint Strategic Subcommittee. The road map has during this time delivered around the following priority areas for action:

- Support our food banks as the frontline of community action
- Maximising ways to address fuel poverty
- Keeping people in their homes safely
- Targeting financial support where its most effective
- Create person centred pathways with a focus on prevention
- A whole system approach to support through partnership working
- Funding and resources to support delivery of the support needed.

As part of this work the Council in November 2022 adopted a new corporate debt policy which provides the framework for the identification of residents experiencing financial vulnerability, sensitive and fair debt recovery arrangements, and effective signposting for those in need of further support.

Additionally, following a consultation exercise, the Council agreed that from April 2023 the £5 minimum Council tax charge would be completely removed. These changes, combined with other improvements including changes to make it easier for residents to claim Council Tax support when they apply for Universal Credit, have delivered meaningful financial support for our low income and most vulnerable residents.

The Council, during this challenging context, has sought to continue improvements to wellbeing and community safety, helping to make Worthing a seaside town to start well, live well, and age well in. The Council has been working to ensure Health and Wellbeing is a golden thread through all activities and as such is properly integrated into policy development and service delivery across the council.

Through the Big Listen Campaign, other engagement opportunities and information gained through data sources, have been actively adapting the existing strategy to ensure it is able to progress and address gaps in provision and ensure our services meet the changing needs of our diverse communities. For example, multidisciplinary working has been strengthened between the council's Social Prescribers, OneStop Employment and money advice services and other customers facing services, to further improve support for residents in accessing support and advice around mental health, weight management, addiction and social isolation.

The council has in addition, continued to develop and improve engagement with its communities and through this, improve the collection of data and information about community assets and needs. Findings from the Big Listen Campaign and the Census, have started to give the council unparalleled insight into its communities, helping to inform and guide work with all communities.

The Young People's strategy for Worthing has been agreed and work to support its implementation progresses in collaboration with Adur District's own plan. Resources to support this work are being sought. The council's work on establishing neighbourhood working is being further reviewed and developed through the organisation review process. During this time the council has also been actively working to ensure successful implementation of the Community Safety Partnership Strategy and review into the effectiveness of the Strategy and the funding formula for Safer Community Partnerships is progressing well.

The Citizen Services Cabinet Portfolio at Worthing Council was established to bring together key service areas linked to housing and entitlements, including homelessness prevention and homeless services provision, revenue and benefits and Council Tax Support, and customer service teams. In bringing these services together, under a single cabinet portfolio, the council has sought to improve support for residents through better service integration and increased focus on prevention through its work on Proactive; getting upstream of problems before they arise wherever possible.

The Working Age Council Tax Support (CTS) schemes for the Council has been amended and as of April 2023 the majority of citizens who claim Universal Credit will not be required to complete a separate CTS claim form, helping to ensure residents get the right support as quickly as possible. The Corporate Debt Policy, introducing further proactive and supportive approaches has been reviewed and adopted.

With regard to housing, work is progressing well in this area despite significant housing challenges. In Worthing, demand for Temporary Accommodation (TA) has risen rapidly, with the numbers of households in TA rising by 157% over a three year period. By March 2025 the council projects a further rise of 38%. Nightly average cost of accommodation is £49 per night (Sept 23). In Worthing the shortfall between Local Housing Allowance (LHA) - rate we can claim - and market rents for a 2 bed property is £578.00.

Work to address these housing challenges has been significant and includes a number of new schemes and proposals. In Marine Place for example we are developing five one-bedroom and studio flats, at Victoria Road seven one-bedroom flats and four two-bedroom flats are planned and at 5-7 High Street and 52 Ann Street plans are in place to develop eight self-contained temporary and emergency accommodation flats. Working with Worthing Homes, the council has also secured a grant to build 34 new homes, communal rooms for group therapy and a homelessness drop in centre.

Our work, including the production of a new Housing Strategy in 2024 to help address the situation is progressing but challenges remain. Good progress is being made with regard to Worthing directly developing local provision but there are some delays in improving provision with partners and whilst our Open Doors Scheme continues to perform well it is limited by market availability. The council is seeking to progress the better planning and management in the borough of HMOs and resourcing from the shared prosperity fund is being sought to support this work.

- **Thriving Places**

Progress in this area has been very positive including for example the development of Worthing Culture and Leisure Principles, the launch of the Worthing Festival and the establishment of a more effective commissioning relationship with Worthing Museums and Theaters (WMT) and Southdown Leisure. Work with WMT has included seeking to improve the cultural offer of the trust to hard to reach communities and clarifying and agreeing outcomes and performance indicators and making these available to the public.

The council, with its partners continues to support a Time for Worthing and work with partners such as Experience West Sussex to improve the modern visitor experience in Worthing and as part of this approach support the development of new opportunities, including the exploration of how a new accommodation mix can be provided to encourage overnight stays. The Festival of Worthing – showcasing music, dance, art, heritage and comedy in June 2023 was very successful bringing 14,000 visitors to the town centre over 9 days and a repeat of the festival is planned for 2024.

Work to improve sustainable travel across the borough is progressing, including partnership work with the county on the Growth Deal, bus network development, refreshing the Local Cycling and Walking Infrastructure Plan (LCWIP), supporting safe school street improvements and planning for a 20 mph community consultation exercise for neighbourhood streets to improve safety. In addition, the Council has delivered on its commitments to deliver an expanded bike share scheme. Some work streams whilst progressing are experiencing some delays, for example 20 mph consultation, as the councils seek to secure external funding or partnership agreements.

Work to support the beach and seafront continues with Worthing in 2023 achieving the highest standards of beach management for the sixth year running for the seaside award. Work continues to obtain bathing water designation for Goring Gap and Beachhouse Park. The Council is continuing its campaign to prevent Persimmon Homes building 475 homes on 20 acres of land at Chatsmore Farm between Worthing and Ferring with the public enquiry starting on the 6th of February 2024.

Work to transform Montague Place into a green and welcoming community space continues as part of the councils' work to create and maintain a safe, green and welcoming town centre for local communities and visitors to enjoy all year round. The scheme is being developed in partnership with West

Sussex County Council via the Growth Deal, and participation events have been undertaken with stakeholders including residents, access groups, businesses and community groups, to shape the designs. The council is marketing the Grafton car park as part of a wider piece of work to transform the area for new homes, as well as enhanced leisure facilities, commercial units and green spaces. Work to create better and more accessible toilets in the heart of Worthing town has been delivered with more than £300,000 spent transforming the aged public toilets at High Street car park into modern and accessible facilities for the community. Work on Brooklands Park (including a new play area) has progressed with the opening of the new Brookland Park centre. The Buckingham Road car park has benefited from extensive refurbishment and additional car parking is being developed as part of the Worthing Integrated Care Centre development.

The CIL programme investment (£577,000) is making a significant impact on the borough's communities and places. The successful applications were chosen by community assessment panels at venues in the four areas of Worthing that were eligible for funding. The panels were made up of Worthing Borough Council members and community representatives. Improvements and redevelopment, including new multi-use games areas at both West Worthing Park and Durrington High School and enhancements at Malthouse Way playground in West Durrington. Funds have also been allocated for an artificial cricket pitch and practice nets at Castle Northbrook Sports Club and community skateboard lessons in Durrington. Art and culture in the town has also been supported with support given to a choral society and community gospel choir as well as the Worthing Theatre Trail and the creation of a new heritage trail in Durrington. Projects that open up access for more residents in the town have also been supported, including allotments for people with disabilities and better access to the arts for Worthing's deaf community.

In West Durrington, the council, along with housebuilders Persimmon Homes, Taylor Wimpey and Vistry Homes have hosted a series of events to find out what facilities the community would like to see built on the land to the north of Fulbeck Way. Following delays, including the pandemic, a series of engagement events has been held to develop the scheme, including the size and design of new allotments, the potential for a community garden, whether junior-sized football pitches are preferred, seating and scope for community events and the type of play equipment children and young people want to use. The scheme is currently with planning and once approved will be progressed by the developers.

- **Thriving Environment**

In March 2023 Worthing Cabinet approved and adopted a new set of principles governing climate emergency actions in Worthing. The approach has supported further organisational work, while building new partnerships and networks with other “anchor institutions”, local businesses and communities in pursuit of ambitious area-wide targets.

Work across a wide portfolio of schemes is progressing well, including the world class Sussex Bay initiative being delivered with Adur District that is seeking to restore coastal habitats, creating enormous opportunities for our coastal communities in terms of new local jobs in fishing, aquaculture, recreation and tourism. The council's work to develop a Heat Network is progressing well through its partnership with Hemiko which should once complete deliver carbon savings in excess of 3,000 tonnes a year. The Council is continuing its work on the Carbon Neutral Plan, including securing £3.1 of Public Sector Decarbonisation Scheme to date to improve the energy efficiency and reduce carbon emissions across the corporate estate. As part of the Council's forward planning work, heat decarbonisation plans have been developed for all corporately maintained gas-boilers (including leisure centres and community centres), fleet and work is ongoing to evaluate options for reducing emissions for the crematorium. For housing this is a significant area of work and further work is needed which will be addressed through the Housing Strategy.

The council's work to ensure parks and open spaces are well managed, accessible and improve biodiversity is progressing well. With residents and stakeholders we are developing a green, community focused design for Montague Place Gardens. The council's street tree planting work is progressing well and the toilets at the high street multi story car park are complete. Work to decrease waste and increased recycling is progressing well through the use of new App and communications campaigns and work to keep the town centre and showing parades clean and well cared for remains a key priority.

As described above for Adur, delivery of key components of our waste strategy have been on hold pending delayed government announcements and funding for the new requirements set out in the Environment Act. Following recent announcements this work is now being developed, working towards the development of our own Waste & Resources Strategy and implementation of the requirements set out including residential food waste collections, which will be subject to funding. Other initiatives in progress or completed include

the introduction of kerbside collection of electrical items, and more recently vapes; the launch and promotion of the Waste App, making it easier for residents to engage with the service; increasing 'recycling on the go'; submissions of funding applications for community composting and ongoing communication and engagement campaigns.

The council has continued to work with partners to strongly challenge Southern Water to eliminate sewage dumping in our rivers, streams and sea and is working with assistance from citizen volunteers to gather data and resubmit applications to DEFRA for new additional bathing designations.

- **Thriving Economy**

Worthing Council is working to develop an inclusive, resilient economy which provides stability, high quality opportunities for all and a social safety net at its core. In December 2022 the council agreed new economic principles for Worthing reflecting the vision of the Council to be fair, green and local. As part of this work is underway with partners to develop a local regenerative economic model called the 'Worthing Way' to drive and steer this work going forward.

In adopting this approach the Council in 2022/23 has prioritised listening to its residents in order to meet their aspirations for regeneration in a way that protects the environment, mitigates climate impact, provides homes and responds to the cost of living crisis.

Existing and future developments have and continue to be carefully reviewed, to ensure developments enhance the environment, reflect the creativity and heritage of Worthing, as well as providing the housing and amenities that our town requires. Work to explore options for the restoration of the Lido is ongoing. Other areas of progress include:

- Improving green inward investment by actively working with local businesses, the Worthing BID and others to support start ups and encourage more networking and collaboration between businesses, communities, the council and Not For Profits.
- Work to ensure the Decoy Farm development supports the growth of green businesses.
- The development of a better partnership with BOOM Community Bank helping to ensure residents experiencing financial hardship are able to get the help they need.

- Work continues on options around the creation of a car-free town centre and seafront, with a new network of pedestrian and cycling routes providing safe and easy access.
- The continued roll out of Cityfibre gigabit network (some delays because of subcontractor issues)
- A number of Big Clean Up events have been held where the council has worked with residents, business and the TCI to improve environmental quality in key locations.
- Plans are progressing regarding the development of Teville Gate with Homes England and the development of Union Place is progressing in partnership with local communities.
- Work on plans to support Colonnade House, putting it at the heart of the creative economy of Worthing, are progressing well.
- Work to improve the edge of town areas through public realm interventions, for example through CIL contributions (described above) are also progressing well.
- The production of the night time economy plan will be started in 2024 and work to ensure the town centre is clean and well maintained continues as a priority.
- The Worthing Integrated Care Centre (WICC) development continues and once opened will provide a new model of integrated care for the borough (as well as a new car park facility).

Adur and Worthing Councils: Shared Priority Areas

In addition to shared services both councils are focusing on the building of a number of shared organisational capabilities. Excellent progress has been made in a number of shared areas including strengthening of partnership working, accessing external funding, improving parks and green spaces and the development of sports and cultural activities. Delays in some areas, for example delivery of youth strategy work, are as result of time needed to secure additional funding. Others delays for example gigabit rollout are as a result of subcontractor issues whilst other delays are because the actions are to be part of the wider organisational redesign planned for 2024. Of particular note are the following areas:

- **Digital:** The councils continue to invest in digital technologies in order to improve our customer experience and increase organisational resilience by improving process design and effectiveness. This work is set to be accelerated through the planned organisational design process in 2024.

- **Data led practice:** As part of the organisational redesign the councils will further develop their internal planning and prioritisation capabilities and develop performance dashboards to support delivery ambitions.
- **Shift to proactive:** The councils' proactive and preventative work is to be part of the organisational change process, redesigning frontline services. The councils will as part of this work in 2024 be designing more capacity into teams to enable them to become more proactive in their approach to citizens that need help and support early, to enable them to manage and become more resilient. As part of the organisational design process the councils are working alongside community partners, to develop neighbourhood based working.
- **Reviewing Assets:** Progress to undertake a structured review of all of council assets is underway with a view to determining how best they can be utilised to support local communities. Where this work involves partners the work is more complex and takes time.

5. Engagement and Communication

- 5.1 The Chief Executive, the Corporate Leadership Team and the wider staff leadership team have been working collaboratively together in order to design the 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 and the draft performance management framework. Ongoing participation work and the use of data will keep this process live and help the ongoing review process of the plan.
- 5.3 Further work on the performance management arrangements will be undertaken to help ensure residents can access, understand and engage with the information and data. 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.

6.2 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 Under Article 6 of the Councils' Constitutions, the Joint Overview and Scrutiny Committee may consider all performance, resource and corporate governance issues.

7.2 The Corporate Plan forms part of each council's policy framework as approved by Councils. Decisions of Committees or officers are required to be consistent with the corporate plan. The plan and its performance management helps the councils deliver their shared and distinct priorities, whilst also complying with best value duty under the Local Government Act 1999.

7.2 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

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

Background Papers

- [Worthing Borough Council New Priorities](#)

Worthing Joint Strategic Sub-Committee (Item 6) - 13th June 2023

- [Adur District Council New Priorities](#)

Adur Joint Strategic Sub-Committee (Item 9) - 27th September 2023

- [Our Plan](#)

Joint Strategic Committee (Item 5) - 11 October 2022

- [Our Plan](#)

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Sustainability & Risk Assessment

1. Economic

1.1 Thriving Economy is one of the four Missions identified in Our Plan and the performance information presented in this report helps inform the direction and prioritisation of the councils' work with regard to economic development across Adur & Worthing.

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.

2.1.2 One of the three overarching principles in the plan is Participative, and progress updates are provided describing how the councils are seeking to work more closely with citizens, involving 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 Our 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 draft performance management framework 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 the performance management framework and will inform its delivery, in relation to eliminating discrimination, advancing equality of opportunity and fostering good relations. An equality data improvement project is underway to support this work.

2.3 Community Safety Issues (Section 17)

2.3.1 The councils are committed to the promotion of communities as safe places. Our Plan and the draft performance framework 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 performance information and data 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 the performance management framework seeks to track 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 can be seen to be supporting the Thriving Environment mission, 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 The importance of performance management has been set out in several government documents, such as the Local Government Act of 1999, requiring that services are: 'responsive to the needs of citizens, of high quality and cost-effective, and fair and accessible to all who need them'. There is also statutory guidance on 'best value duty' (2011 and 2015), where authorities are under a general duty of best value to:

'make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness'.

- 4.2 This report provides the committee with an overview of Our Plans Draft Performance management Framework and will be further reviewed by each council's Joint Strategic Sub Committee.

Appendix 1 - Our Foundations Dashboard

Table: Status Indicators and definitions

Green	Achieving target
Amber	In progress but delays
Red	Not achieving target
Grey	No Data available
Clear	RAG not appropriate

This appendix outlines the progress on delivering performance on Adur & Worthing Councils' foundational services as outlined in [Our Plan](#). Note that while the majority of areas have Adur-specific and Worthing-specific indicators, certain areas have Adur & Worthing combined, in particular page six which outlines the corporate health of the organisation (from equal pay to complaints).

Suggested Measures	Owner	Frequency of Data Collected	Assess by? (e.g higher is better)	Targets agreed?	Benchmarking Available?	Data 2022/23 (Financial year or year quotes)	Data for 2023 - Q1 (Financial year Apr, May, Jun)	Data for 2023 - Q2 (Financial year Jul, Aug, Sep)	Data for 2023 - Q3 (Financial year Oct, Nov, Dec)	Data for 2023 - Q4 (Financial year Jan, Feb, Mar)	Please briefly explain your performance data, highlighting changes, comparisons and reasons. <u>Arun Example</u> January 2024 Commentary	RAG
Parks & Foreshore												
Number of trees planted Annually - Adur	Steve Mckenna	Annual (April)	Higher is better	No (maybe to follow)	No	186	0	0	19		The number of trees being planted is being aligned to resources available to ensure that essential maintenance workload (watering, weeding, mulching and formative pruning) is sustainable.	Achieving target
Number of trees planted Annually - Worthing	Steve Mckenna	Annual (April)	Higher is better	No (maybe to follow)	No	61	0	0	0		The number of trees being planted is being aligned to resources available to ensure that essential maintenance workload (watering, weeding, mulching and formative pruning) is sustainable.	Achieving target
Planning and regulation												
Percentage of minor applications determined in 8 weeks or agreed extension of time - Adur	Gary Peck	Quarterly	Higher is better	75%	No		96%	99%	95%		Performance is good and on track. Statistics for government are calculated over an 8 quarter period, overall performance figure for that period is 96%.	Achieving target
Percentage of minor applications determined in 8 weeks or agreed extension of time - Worthing	Gary Peck	Quarterly	Higher is better	75%	No		91%	95%	93%		Statistics for government are calculated over a 2 year period, overall performance figure for that period is 86%. Performance is good and on track and has improved during 2023.	Achieving target
Number of appeals overturned by the Planning Inspectorate - Adur	Gary Peck	Quarterly	Lower is better	Less than 10% allowed	No		0.40%	0.40%	0.40%		Performance is good and on track. 4 appeals allowed out of 975 applications in 2023	Achieving target
Number of appeals overturned by the Planning Inspectorate - Worthing	Gary Peck	Quarterly	Lower is better	Less than 10% allowed	No		0.60%	0.60%	0.60%		Performance is good and on track. 9 appeals allowed out of 1566 applications	Achieving target
Percentage of Building Control applications Checked within two weeks Adur & Worthing	Bryan Imbery	Quarterly	Higher is better	90%	N/A		66%	90%	87%		Delivery in this area has been affected because of reduced staffing in Quarter 1 (sick leave). Delivery is getting back on target.	In progress but delays
Leisure												
Percentage of the population who are active, defined as doing at least 150 minutes a week - Adur	Andy Willems	Annual (financial)	Higher is better	No	No	66.5%					The percentage for borough wide participation using data from Sport England. Participation is improving (in 2020/2021 the rate was 62.6%) and the current levels of participation are returning to pre covid levels (2019/2020 at 67.3%).	In progress but delays
Percentage of the population who are active, defined as doing at least 150 minutes a week - Worthing	Andy Willems	Annual (financial)	Higher is better	No	No	65%					The percentage for borough wide participation using data from Sport England. Participation is improving (in 2020/2021 the rate was 64%) and the current levels of participation are higher than the pre covid levels (2019/2020 at 63.2%).	Achieving target
Museums and Arts												
Total number of WTM ticket available each year that are free, low cost or sponsored to enable vulnerable people to attend, Annually	Andy Willems	Annual (May) Available Quarterly	Higher is better	500		1274					The figures have been gathered from WTM annual report. Progress against agreed targets has been strong and represents a strong recovery from the restrictions and impacts of the pandemic.	Achieving target

Suggested Measures	Owner	Frequency of Data Collected	Assess by? (e.g higher is better)	Targets agreed?	Benchmarking Available?	Data 2022/23 (Financial year or year quotes)	Data for 2023 - Q1 (Financial year Apr, May, Jun)	Data for 2023 - Q2 (Financial year Jul, Aug, Sep)	Data for 2023 - Q3 (Financial year Oct, Nov, Dec)	Data for 2023 - Q4 (Financial year Jan, Feb, Mar)	January 2024 Commentary	RAG
Waste and recycling												
Percentage Recycling Rate - Adur	Andrew Muga	Monthly/YTD	Higher is better	50%	Defra Yearly figure			April - Sep: 43.25%	April - Dec: 42.26%		We continue to encourage recycling and waste minimisation through our communications campaigns and our waste app. Work is underway to plan residential food waste collections in line with the requirements of the Environment Act by March 2026 (guidance has been delayed), subject to funding.	In progress but delays
Percentage Recycling Rate - Worthing	Andrew Muga	Monthly/YTD	Higher is better	50%	Defra Yearly figure			April - Sep: 47.82%	April - Dec: 45.38%		We continue to encourage recycling and waste minimisation through our communications campaigns and our waste app. Work is underway to plan residential food waste collections in line with the requirements of the Environment Act by March 2026 (guidance has been delayed), subject to funding.	In progress but delays
Kilograms of residual waste per household - Adur	Andrew Muga	Monthly	Lower is better	No	No			April - Sep: 7.09kg p/hh - wk	April - Dec: 7.74kg p/hh - wk		This is a new (local) metric aims to give further information on efforts to increase recycling and reduce residual waste. Further analysis will be provided as trends in the data become available.	RAG not appropriate
Kilograms of residual waste per household - Worthing	Andrew Muga	Monthly	Lower is better	No	No			April - Sep: 7.49kg p/hh - wk	April - Dec: 6.74kg p/hh - wk		This is a new (local) metric aims to give further information on efforts to increase recycling and reduce residual waste. Further analysis will be provided as trends in the data become available.	RAG not appropriate
Environmental Health and Regulation												
Percentage food businesses with food hygiene ratings of 3 on initial inspection (satisfactory and above) - Adur	Cheryl Mainstone	Quarterly	Higher better	90%	None always want to achieve Better		98.60%	99%	98.70%		Food businesses are inspected on a risk bases and the majority are not inspected annually. The data includes businesses that have requested a rescore as they may have initially received a Food Hygiene Rating Score of 0-2.	Achieving target
Percentage food businesses with food hygiene ratings of 3 on initial inspection (satisfactory and above) - Worthing	Cheryl Mainstone	Quarterly	Higher better	90%	None always want to achieve Better		98.70%	98.40%	97.70%		Food businesses are inspected at a risk bases and the majority are not inspected annually. The data includes businesses that have requested a rescore as they may have initially received a Food Hygiene Rating Score of 0-2.	Achieving target
Sustainability (Carbon and nature)												
Annual carbon emissions (council buildings that fall under 2030 targets)	Dan Goodchild	Annual	Lower better	Carbon Neutral 2030	No	2253 tones of CO2 emissions					Achieved a reduction of 12.4% year-on-year. To note, progress will not be linear as it is dependent on projects coming on stream. 23/24 is not expected to be as significant as this has been a planning rather than delivery year (e.g. for the heat network and the fleet strategy)	Achieving target

Suggested Measures	Owner	Frequency of Data Collected	Assess by? (e.g higher is better)	Targets agreed?	Benchmarking Available?	Data 2022/23 (Financial year or year quotes)	Data for 2023 - Q1 (Financial year Apr, May, Jun)	Data for 2023 - Q2 (Financial year Jul, Aug, Sep)	Data for 2023 - Q3 (Financial year Oct, Nov, Dec)	Data for 2023 - Q4 (Financial year Jan, Feb, Mar)	January 2024 Commentary	RAG
Housing and homelessness												
Net expenditure on Temporary Accommodation per quarter - Adur	Amanda Eremie	Monthly	Lower is better	No	No	£898,314	£269,390	£112,002	£179,960		Q3 figures subject to change pending any outstanding invoices for the quarter. Demand for homeless services has led to a continued need for emergency accommodation. Work to secure alternative cost effective provision is in place and ongoing.	Not achieving target
Net expenditure on Temporary Accommodation per quarter - Worthing	Amanda Eremie	Monthly	Lower is better	No	No	£2,371,252	£798,170	£874,034	£772,790		Q3 figures subject to change pending any outstanding invoices for the quarter. Demand for homeless services has led to a continued need for emergency accommodation. Work to secure alternative cost effective provision is in place and ongoing.	Not achieving target
Number of households in Temporary Accommodation (at end of Quarter) - Adur	Miranda Butler	Monthly	Lower is better	No	No	92	91	98	107		This has increased due to a combination of cold weather placements, a lack of move on accommodation and unable to move people on through the register due to shortage of Adur properties - combination of numbers of voids, management transfers and properties held for planned decants.	Not achieving target
Number of households in Temporary Accommodation (at end of the quarter) - Worthing	Miranda Butler	Monthly	Lower is better	No	No	327	349	370	353		This has fallen which due to a number of Worthing households leaving temporary accommodation due to bidding successfully on a number of new-build properties, some of these were let directly to homeless households in TA. Also, some households managed to secure their own accommodation.	Not achieving target
Percentage of repairs which were fixed on the first visit per quarter (Adur Homes)	Tom Mannings / Mark Soffe	Quarterly	Higher is better	90%	No	94.80%	94.9%	94.0%	96.47%		Good progress is being made despite challenges with delivery capacity (number of operatives). Services have managed to maintain delivery through a combination of tenant engagement and adopting an adaptive service delivery model.	Achieving target
Number of new affordable homes completed annually - Adur	Anthony Probert	Annual (April)	Higher is better	Deliver a total of 200 home 2021 - 2025	N/A	6	---	---	---	---	Good progress is being made on bringing the garage sites programme to completion, with two projects handed over and occupied, and another two to follow before the end of the year. More challenging is Albion Street, where the original contractor has gone into administration and we are appointing another to complete the works - this has delayed delivery of this project, with 49 units expected to be complete in summer 2024.	In progress but delays
Number of new affordable homes completed annually - Worthing	Anthony Probert	Annual (April)	Higher is better	Deliver a total of 50 home 2021 - 2025	N/A	0	---	---	---	---	No new homes were expected to be completed in 2023/24. Projects have now begun on homes coming forward in subsequent years.	RAG not appropriate

Community safety												
Number of ASB cases reported per quarter - Adur	Sophie Whitehouse	Monthly	Lower better	No	No		24	24	13		Levels of reported cases continue to be considerably higher than pre pandemic. The nature of cases is becoming more complex with cases staying open for longer as resolution becomes harder to achieve. The majority of cases remain to be residential suggesting more division within communities. Mental health continues to be a key and increasing aggravating factor. The number includes a significant number of Adur Homes' cases that would otherwise be dealt with via tenancy services but depleted resources led to a higher number being held by our team and hence included in these figures.	Achieving target
Number of ASB cases reported per quarter - Worthing	Sophie Whitehouse	Monthly	Lower better	No	No		40	32	17		Worthing has a more complex mix of cases including residential but also significant public place and youth related. Reports regarding the street community peak in the summer months and contribute to this. As per Adur- the levels remain higher than pre pandemic and a significant proportion relate to people with mental health issues.	Achieving target
Resident Services												
Total number of answered calls to the contact centre per quarter	Mandy Redman	Monthly	Lower is better	No	N/A		127,638	27,005	22,243	21,255	Answered calls have reduced because of resourcing issues and digital improvements including e-forms. Residents are presenting increasingly complex issues when contacting the call centre.	Achieving target
Business rates collection per quarter - Adur	Sue Large	Monthly	Higher better	No	National (England) for 2022-23 - 96.0 National (District & Boroughs) for 2022-23 - 97.2		98.69%	32.08%	59.31%	83.45%	Collection rates are slightly higher than at this point last year by 2.61% This likely due to a change in how Business Rates are collected for local schools. The council now receives the annual payment in full from the Education & Skills Funding Agency on 30 June.	Achieving target
Business rates collection - Worthing	Sue Large	Monthly	Higher better	No	West Sussex (District & Borough) average for 2022-23 97.4		96.24%	36.24%	64.16	86.22%	Collection rates are slightly higher than at this point last year by 2.76%. This likely due to a change in how Business Rates are collected for local schools. The council now receives the annual payment in full from the Education & Skills Funding Agency on 30 June.	Achieving target
Council tax collection - Adur	Sue Large	Monthly	Higher better	No	National (England) for 2022-23 - 96.8 National (District & Boroughs) for 2022-23 - 97.5		97.07%	32.78%	59.51%	86.72%	Collection rates are slightly lower than this point last year by 1.08%. This is likely due to formal recovery being paused from June to September. Collection rates should recover by the end of the year.	In progress but delays
Council tax collection - Worthing	Sue Large	Monthly	Higher better	No	West Sussex (District & Borough) average for 2022-23 97.6		96.59%	31.40%	57.95%	85.95%	Collection rates are slightly lower than this point last year by 0.13%. This is likely due to formal recovery being paused from June to September. Collection rates should recover by the end of the year.	In progress but delays

Equal Pay												
Percentage difference - hourly median pay rate for women compared to men (annually) - Adur & Worthing	Debbie Childs	Annual	Equal is better	0% difference.	TBC	9.64% Lower					The figure for 2022/3 indicates a change in median hourly pay from the 2021/22 figure where women's pay was 2.3% higher than men. Further work is being undertaken to understand the reasons for this change and the actions required to address this inequality.	Not achieving target
People Team												
Number of sickness absence days for permanent and temporary staff per quarter - Adur & Worthing	Emma Prince	Quarterly	Lower is Better	Lower than previous year	Previous Year	6115.4	1354.8	1372.9	1499.8		We would expect higher numbers of sickness days in the winter months due to seasonal illness. We are currently at 69% of the previous year and would need to achieve below 1887.9 days for Q4 to achieve our target of lower absence days.	In progress but delays
Staff Survey												
Percentage of staff who agree or strongly agree their development is supported and tracked	Tammy Waine	Annual	Lower is better	Lower than previous survey	N/A						Not collected yet	RAG not appropriate
Percentage of staff responding to the staff survey saying their overall wellbeing is positive (5 and above)	Tammy Waine	Annual	Higher is better	Higher than previous survey	N/A	2022 - 75.2% (235/320)					No comparisons as first year	RAG not appropriate
Percentage of staff responding to the staff survey saying they feel able or strongly able to involve communities and partners in improving outcomes	Tammy Waine	Annual	Higher is better	Higher than previous survey	N/A						Not collected yet	RAG not appropriate
Digital												
Number of Ask Digital Total Tickets resolved for each Quarter	Adam Saunders	Monthly	Higher is better	Based on last year	Based on last year	10792	2,722	2,363			This metric covers the quantity of all requests resolved through the IT Helpdesk via Phone, Email and Online. The key for this measure is to ensure that it is equal to or greater than requests logged, otherwise it could highlight a resource issue in being able to fulfil the demand.	Achieving target
FOI Requests												
Percentage of FOI requests responded to in 20 working days per quarter - Adur & Worthing	Michaela Wood	Monthly	Higher better	90% (ICO guidance)	N/A	84.50%	79.90%	84.10%	69.60%		The volume of requests and the resources available to respond create performance challenges in a number of areas. Work is underway to improve performance.	Not achieving target
Percentage of EIRs requests responded to in 20 working days per quarter - Adur & Worthing	Michaela Wood	Monthly	Higher better	90% (ICO guidance)	N/A	85.60%	78.10%	71.00%	83.30%		The volume of requests and the resources available to respond create performance challenges in a number of areas. Work is underway to improve performance.	Not achieving target
Percentage of DSARs requests responded to in 1 calendar month per quarter - Adur & Worthing	Michaela Wood	Monthly	Higher better	90% (ICO guidance)	N/A	69.30%	94.40%	75.00%	26.30%		The volume of requests and the resources available to respond create performance challenges in a number of areas. Work is underway to improve performance.	Not achieving target
Complaints												
Percentage of Stage 1 complaint responses per quarter responded to within 10 working days - Adur & Worthing	Mandy Redman	Quarterly	Higher better	No	No	38.30%	45.90%	49.60%	38.80%		Resource issues in services to answer complaints especially housing and homelessness and prevention. Some other areas are performing well and are achieving the target.	Not achieving target
Percentage of Stage 2 complaint responses per quarter responded to within 15 working days - Adur & Worthing	Mandy Redman	Quarterly	Higher better	no	no	55.10%	70.40%	65.40%	46.70%		Resource issues in services to answer complaints especially housing and homelessness and prevention. Some other areas are performing well and are achieving the target.	Not achieving target

Appendix 2 - Council Administration Priorities and Missions

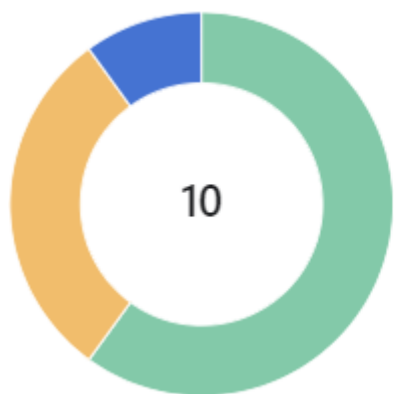
This appendix outlines the progress on delivering each of the Adur & Worthing Councils' missions from the organisation's corporate plan - [Our Plan](#) through the lens of each administration's priorities and cross-cutting areas of work to improve delivery on the respective missions.

Table: Status Indicators and definitions

Status Indicators	Status Definitions
Green	In progress: on track / on time
Amber	In progress: but delays anticipated or minor issues to be resolved (no apparent 'show stoppers' identified)
Red	Significant difficulties in implementation
Blue	To be started
Light Blue	On hold
Completed	Completed
Grey	Data unavailable
Clear	RAG rating not appropriate

Appendix 2 - Missions

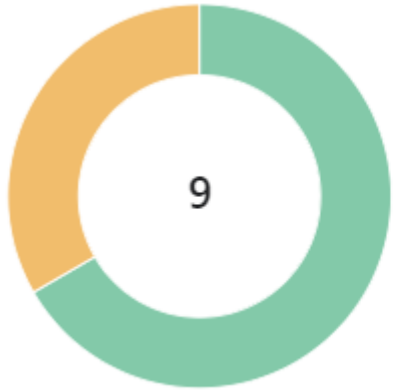
Thriving People Missions



- In progress: on track and on time
- In progress: but delays
- Not yet started

Name	Project Status	Project Notes	Project Owner
☰ Develop a co-designed approach to youth participation across Adur and Worthing	Not yet started	Service redesign in progress	Noel Hatch
☰ Develop a new 5-year pipeline of affordable housing and owned EA/TA across Adur & Worthing that meet current and future demand for our Communities	In progress: on track ...		Senior Development Manager
☰ Improving the safety, quality and management of Adur Homes	In progress: on track ...		Assistant director housing homelessness & prevention
☰ Review and develop our regulatory powers for the private sector to improve accommodation for our residents	In progress: but delays	Partnership workings take time	Assistant director housing homelessness & prevention
☰ Work with our system partners to improve prevention and facilitate better move on for people in supported accommodation in Worthing and Adur	In progress: on track ...		Housing Needs Manager
☰ Produce and deliver a new A&W Housing Strategy 2024-2029	In progress: on track ...		Assistant director housing homelessness & prevention
☰ Reduce corporate debt using a data informed and proactive approach, ensuring this is joined up across services	In progress: but delays	Service redesign in progress	Head of Resident Services
☰ Work with our partners to identify funding streams and other opportunities, enabling more people to maximise their income	In progress: on track ...		Assistant director housing homelessness & prevention
☰ Build the capacity and skills of residents and enabling more people to help themselves and find early help	In progress: but delays	Engagement underway	Head of Resident Services
☰ Develop and embed our corporate debt policy and approach to how the councils collect debt in relation to residents experiencing vulnerabilities	In progress: on track ...		Director for Housing and Communities

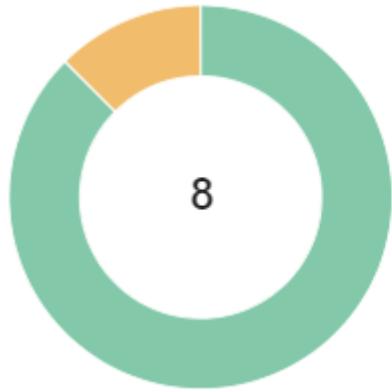
Thriving People - Adur Priorities



- In progress: on track and on time
- In progress: but delays

Name	Project Status	Project Notes	Project Owner
APP: Work with Homelessness Prevention and Rough Sleeping Partnership to prevent homelessness, reduce demand and costs associated with TA	In progress: on track and o...		Rob Jarvis
APP: Work with residents on the redevelopment of the Southwick Estate	In progress: but delays	Member briefing scheduled for 23rd Jan 2024	Rob Jarvis
APP: Increase our stock of housing for Emergency and Temporary Accom	In progress: but delays	Identifying resources and opportunities	Amanda Eremie
APP: Work to develop Opening Doors	In progress: on track and o...		Rob Jarvis
APP: Develop two new blocks of housing on Albion Street totalling 49 units for social rent	In progress: but delays	Scheme completion scheduled May 2024	Rob Jarvis
APP: Update Temporary Accommodation Placement and Procurement Strategy	In progress: on track and o...		Rob Jarvis
APP: Update our Housing Strategy	In progress: on track and o...		Rob Jarvis
APP: Support the implementation of the council's new corporate debt policy	In progress: on track and o...		Paula Doherty
APP: Deliver the Cost of Living Emergency Road Map	In progress: on track and o...		Paula Doherty

Thriving People - Worthing Priorities



- In progress: on track and on time
- In progress: but delays

Name	Project Status	Project Notes	Project Owner
☰ WPP: Investigate the opportunity for a selective licensing scheme.	In progress: but delays	Investigating use of shared prosperity fund	Rob Jarvis
☰ WPP: Develop new housing with a focus on council owned EA	In progress: on track and on ti...		Chris Maughn/Rob Jarvis
☰ WPP: Produce a new housing strategy	In progress: on track and on ti...		Rob Jarvis
☰ WPP: Work with BOOM Community Bank to support vulnerable residents and promote ethical saving	In progress: on track and on ti...		Paula Doherty
☰ WPP: Deliver Cost of Living Emergency Road Map focus on prevention and sustainable development	In progress: on track and on ti...		Paula Doherty
☰ WPP: Deliver and evaluate our new approach to allocating the Community Infrastructure Levy (CIL)	In progress: on track and on ti...		Noel Hatch
☰ WPP: Big Listen, Phase 1 report published	In progress: on track and on ti...		Noel Hatch
☰ WPP: Develop a Council for the Community roadmap to set out our ambitions and monitor progress	In progress: on track and on ti...		Noel Hatch

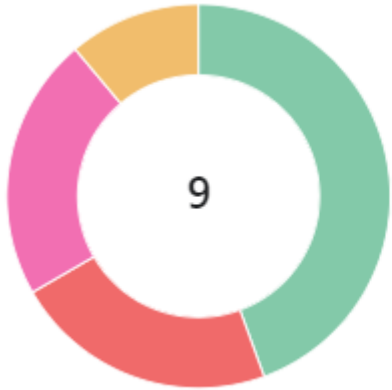
Thriving Places Missions



- In progress: on track and on time
- Not yet started
- In progress: but delays

Name	Project Status	Project Notes	Project Owner
Develop a place based asset strategy for Adur and Worthing and co-produce a shared vision and set of values with local communities in each of the local areas	Not yet started	Service redesign in progress	Andy Willems/Noel Hatc...
Active Travel is integrated with our approach to the design and management of our places and funding regimes such as CIL and Sec 106 contributions	In progress: but delays	Partnership and funding work progressing	Andy Willems
Identify significant areas of change and areas where key infrastructure is needed to support our communities	In progress: on track and on time		Ruth Pineda
Review of the Councils' assets as part of the development of an Asset Management Plan	Not yet started	Service redesign in progress	Mark Hooper
Improve biodiversity and promote the natural environment, linking to the overarching Greening Plan	In progress: on track and on time		Fiona Burn
Identifying aspirations for building design as an integral part of developing our place	In progress: but delays	Engagment work underway	James Appleton
Collaborative approach with partners stewarding our place	In progress: on track and on time		Andy Willems
Improve the quality and management of public spaces	Not yet started	To progress in 2024	Fiona Burn

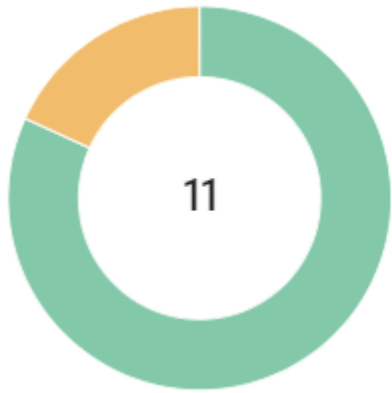
Thriving Places - Adur Priorities



- In progress: on track and on time
- Significant difficulties in implementation
- Completed
- In progress: but delays

Name	Project Status	Project Notes	Project Owner
APP: With WSCC deliver an upgraded public realm experience at Southwick Square	Completed		Andy Willems
APP: Support and help grow our markets	In progress: on track and on time		Andy Willems
APP: Support active travel initiatives including north-south corridors and investigate improvements on the A259 (Western Harbour Arm)	In progress: but delays	Liasing with WSCC	Andy Willems
APP: Increase the number of trees including community led street tree planting activities	In progress: on track and on time		Andy Willems
APP: Progress plans for the replacement of the Buckingham Park Pavilion to assist local sports clubs	In progress: on track and on time		Andy Willems
APP: Work in partnership with South Downs Leisure Trust to improve the facilities	In progress: on track and on time		Andy Willems
APP: Commence the work required to update the Local Plan	Significant difficulties in implementation	Consultant delays and legislative changes	Chris Maughan
APP: Develop a Levelling Up bid for Lancing	Significant difficulties in implementation	Levelling Up Round 3 not announced	Andy Willems
APP: Complete public realm improvements at Southwick Square by October 2023.	Completed		Andy Willems

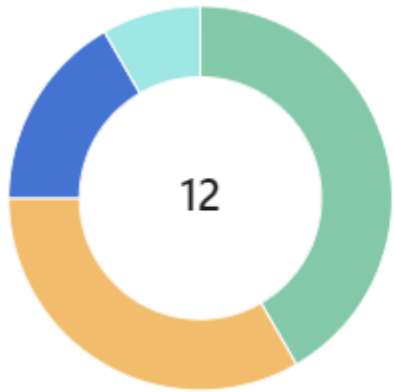
Thriving Places - Worthing Priorities



- In progress: on track and on time
- In progress: but delays

Name	Project Status	Project Notes	Project Owner
☰ WPP: Improve public realm for the edge of town areas: Montague Street West, Brighton Rd, Chapel Rd, Ham Rd and Tarring Rd	In progress: on track and on t...		Chris Maughan/Andy Willems
☰ WPP: Explore options around the creation of a car-free town centre	In progress: but delays	Scheme to be agreed as part of the CIL IBP	Andy Willems
☰ WPP: Improve green inward investment through partnership work with local businesses, the Worthing BID and others	In progress: on track and on t...		Andy Willems
☰ WPP: Work with Highways and other partners to increase street tree planting	In progress: on track and on t...		Andy Willems
☰ WPP: Review the accessibility of our parks and improve provision for young people	In progress: on track and on t...		Fiona Burn
☰ WPP: Create a clean functional town (Bins, benches and Basics)	In progress: on track and on t...		Andy Willems
☰ WPP: Seek to fund a design plan for the George V to Sea Lane Cycle path	In progress: but delays	Feasibility budget now assigned from CIL	Andy Willems
☰ WPP: Refresh the Local Cycling and Walking Infrastructure Plan (LCWIP)	In progress: on track and on t...		Andy Willems
☰ WPP: Review the Worthing Theatres and Museums contract, outcomes and performance indicators	In progress: on track and on t...		Andy Willems
☰ WPP: South Downs Leisure Contract review to ensure delivery of best value	In progress: on track and on t...		Andy Willems
☰ WPP: Review Community Safety Strategy and the funding formula	In progress: on track and on t...		Sophie Whitehouse

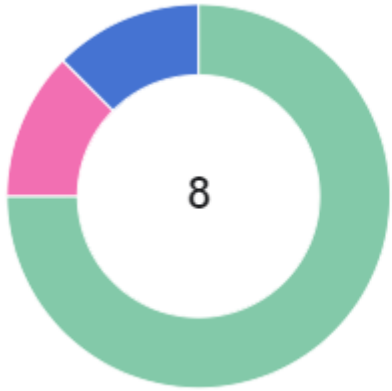
Thriving Environment Missions



- In progress: on track and on time
- In progress: but delays
- Not yet started
- On Hold

Name	Project Status	Project Notes	Project Owner
☰ Deliver council-led nature recovery projects in Worthing e.g.more trees and projects at Cissbury Fields >	In progress: on track and on ...		Chloe Clarke
☰ Develop and deliver a strategy to reduce waste and increase recycling including food waste collection	In progress: on track and on ...		Jan Jonker
☰ Support the circular economy through council and partnership procurement and contract management	On Hold	Identifying capacity in procurement team	Jo Lee
☰ Development and delivery of Sussex Bay in collaboration with partners and communities	In progress: on track and on ...		Dean Spears, Paul Brewer
☰ Deliver council-led nature recovery projects in Adur e.g. Pad Farm & Adur River Restoration Project	In progress: but delays	Negotiation with overage beneficiary	Chloe Clarke
☰ Develop and deliver strategic plans to drive nature recovery	In progress: but delays	Identifying resources and need to undertake trai...	Chloe Clarke
☰ Work with local businesses to support delivery of commercial carbon emission reductions	In progress: on track and on ...		Andy Willems
☰ Deliver carbon reduction initiatives for existing homes & improve sustainability standards in new developments	In progress: but delays	Identifying resources & limited by market forces	
☰ Deliver projects to ensure the councils achieve their carbon neutral 2030 targets	In progress: on track and on ...		Jan Jonker
☰ Produce a Net zero 2045 strategy to deliver area-wide carbon emissions reductions in Adur & Worthing	Not yet started	Partnership working takes time	Jan Jonker
☰ Build area based capacity & skills to support transition to low carbon, nature positive and circular economy.	Not yet started	Partnership working takes time	Paul Brewer
☰ With partners and communities develop responses to the shared climate and ecological emergency	In progress: but delays	Engagement with green groups to begin	Paul Brewer

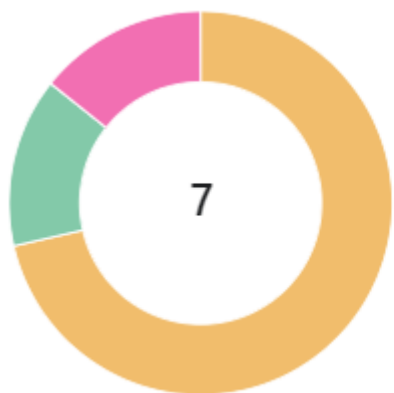
Thriving Environment - Adur Priorities



- In progress: on track and on time
- Completed
- Not yet started

Name	Project Status	Project Notes	Project Owner
APP: Continue the kerbside small WEEE collections	Completed		Jan Jonker
APP: Progress a new Waste Strategy to reduce waste and increase recycling	Not yet started	Awaiting government guidance	Jan Jonker
APP: Work with WSCC and the Sussex Local Nature Partnership on a Local Nature Restoration Strategy	In progress: on track and on time		Chloe Clark
APP: As part of Sussex Bay we will seek to restore intertidal habitat	In progress: on track and on time		Chloe Clarke
APP: Work to ensure our Sussex Bay initiative continues to grow and develop	In progress: on track and on time		Chloe Clarke & Dean Spears
APP: Work with WSCC to improve EV charging provision	In progress: on track and on time		Jason Passfield
APP: With Ricardo develop a fleet strategy to decarbonise and future proof our fleet, including charging and maintenance facilities	In progress: on track and on time		Dan Goodchild
APP: Continue to act and address the climate emergency through our carbon reduction plan	In progress: on track and on time		Dan Goodchild

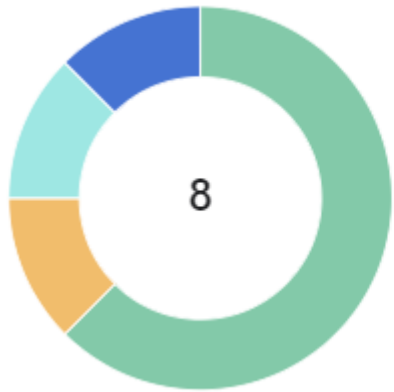
Thriving Environment - Worthing Priorities



- In progress: but delays
- In progress: on track and on time
- Completed

Name	Project Status	Project Notes	Project Owner
☰ WPP: To achieve net zero target by 2045 we will develop a clean energy approach with partners and communities	In progress: but delays	Working with Greater Brighton Partners	Paul Brewer
☰ WPP: Support NoMowMay 2024	In progress: but delays	Part of Open Space Management Approach	Fiona Burn
☰ WPP: Engage with partnership councils to prepare for changes in waste and recycling	In progress: but delays	Awaiting government guidance	Jan Jonker
☰ WPP: Support the kerbside recycling of electrical waste service.	Completed		Jan Jonker
☰ WPP: Develop work with communities to maximise composting	In progress: but delays	Identifying resources	Jan Jonker
☰ WPP: Challenge Southern Water to improve water quality	In progress: but delays	Identifying resources and approach	Jan Jonker
☰ WPP: Work to ensure our Sussex Bay initiative continues to grow and develop	In progress: on track and on time		Paul Brewer

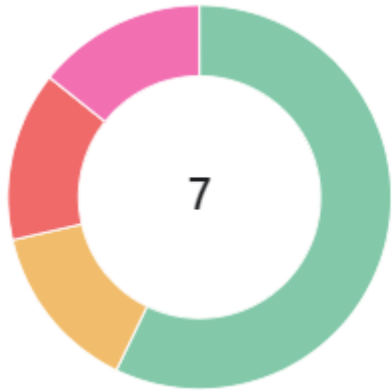
Thriving Economy Missions



- In progress: on track and on time
- In progress: but delays
- On Hold
- Not yet started

Name	Project Status	Project Notes	Project Owner
<input type="checkbox"/> A well attended and regarded business stakeholder group that is able to codesign projects with us	In progress: but delays	Partnership working underway	Angela Crane
<input type="checkbox"/> Business Support Programme (focusing on innovation and decarbonisation)	In progress: on track and on time		Andy Willems
<input type="checkbox"/> Redesign of our core services functions and our employer offer in order to underpin the economy mission area	On Hold	Identifying capacity in procurement team	Paul Brewer
<input type="checkbox"/> A pipeline and programme of strategic projects which underpin our economic development approach	In progress: on track and on time		Martin Randall
<input type="checkbox"/> Create new proposition/funding development function through the organisational redesign programme	Not yet started	Work to comence in 2024	Andy Willems
<input type="checkbox"/> A pipeline of community energy projects and connective infrastructure	In progress: on track and on time		Paul Brewer
<input type="checkbox"/> A redeveloped partnership approach which positions us effectively for economic development in the region	In progress: on track and on time		Catherine Howe
<input type="checkbox"/> A clearly articulated economic development approach and delivery roadmap based on the econmic principles of Worthing Administration	In progress: on track and on time		Catherine Howe

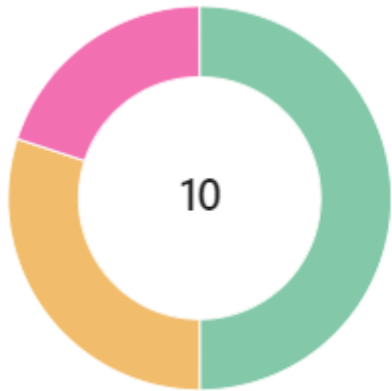
Thriving Economy - Adur Priorities



- In progress: on track and on time
- In progress: but delays
- Significant difficulties in implementation
- Completed

Name	Project Status	Project Notes	Project Owner
APP: Use resident feedback from 'Lancing Now and into the Future' to develop a Levelling Up bid	Significant difficulties in implementation	Reviewing options with growt...	Andy Willems
APP: Support the delivery of the Donkey Bike Scheme	Completed		Andy Willems
APP: Work to improve the defence of exposed illegal encampment	In progress: on track and on time		Andy Willems / Martyn Payne
APP: Work with the Russell Martin Foundation to bring the Southwick Football Ground back into use	In progress: but delays	Identifying Resources	Andy Willems
APP: Support community groups in the provision of leisure and sports facilities	In progress: on track and on time		Andy Willems
APP: Release the benefits of Southwick Square investments and draw in the regeneration of the Southwick Estate	In progress: on track and on time		Andy Willems
APP: Work with partners on a new 'Adur Growth Deal'	In progress: on track and on time		Andy Willems

Thriving Economy - Worthing Priorities



- In progress: on track and on time
- In progress: but delays
- Completed

Name	Project Status	Project Notes	Project Owner
WPP: Publish a green, community focused design for Montague Place Gardens	In progress: on track and on ti...		Andy Willems
WPP: Brooklands Park new public toilets & Changing Places facility	Completed		Andy Willems
WPP: Refurbish public conveniences in High Street Multi Story Car park	In progress: on track and on ti...		Jan Jonker
WPP: Our town will be clean and functional town with a focus on Bins, Benches and Basics	In progress: on track and on ti...		Andy Willems
WPP: Develop impact measures for Worthing Festival to support funding and development	Completed		Andy Willems
WPP: Work with partners to improve housing provision in the borough and address EA and TA shortages	In progress: but delays	Partnership working progressing	Chris Maughn/Rob Jarvis
WPP: Work with local businesses to support start ups and encourage more networking	In progress: on track and on ti...		Andy Willems
WPP: Develop a business support plan with three key strands of sustainability, innovation and digital	In progress: on track and on ti...		Andy Willems
WPP: With the Climate Emergency & Ecological Response Group develop a circular economy approach for Worthing	In progress: but delays	Partner engagement underway	Jan Jonker
WPP: Work with WSCC on the development of a Growth Deal	In progress: but delays	New deal planned for March 2024	Andy Willems

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2024

Key Decision [No]

Ward(s) Affected:N/A

Review of JOSC Work Programme

Report by the Director for Sustainability and 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 as contained in the Appendix A to the report and consider if any changes are required to the Work Programme.

3. Context

- 3.1 The JOSC Work Programme for 2023/24 was agreed by the Committee in March 2023 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 30 November 2023. A copy of the current 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 helps JOSC manage and prioritise its Work Programme and is one of the new options introduced by JOSC as part of 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 was reported in December 2023.
- 3.3 As part of the review of the Work Programme at the JOSC meeting on 30 November 2023, JOSC agreed for the Chairs to write to the Chief Executive Officer of Southern Water (Lawrence Gosden) expressing concern that Southern Water would not attend a public meeting of JOSC. The Chairs wrote to the Chief Executive Officer who responded to explain the reason. He advised that as Southern Water's closest local Councils, Southern Water very much value the role the Councils play in the community and are committed to continuing to work collaboratively towards the common goal of protecting and enhancing the environment. However, working to achieve that, while giving the best possible service to customers, it was considered important by Southern Water that they engaged with the Councils efficiently and effectively, making best use of the finite resources that were available while remaining open, transparent and responsive. Southern Water further advised that they remain fully committed to transparency and being held accountable and would be very happy to meet with the two Councils' Leaders and Chief Executive at a convenient date to discuss any concerns and explain how the company is managing engagement.

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. JOSC should also use the Forward Plan of Key decisions as a tool to identify and scrutinise items before the Executive decision is taken. This will assist in the Pre scrutiny role and the latest editions of the Forward Plan can be accessed here - [Forward plan of Key decisions](#)

5. Engagement and Communication

- 5.1 The JOSC Chairs and Vice-Chairs 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 of the Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions confirms that the Work Programme is to be

approved by both Councils on an annual basis with any changes to the Work Programme being 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 direct issues identified.

3. Environmental

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

4. Governance

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

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ADUR & WORTHING
COUNCILS

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

**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 Reason for Scrutiny - 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 Reason for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	No Green
Interview with the Adur Cabinet Member Environment & Leisure Reasons for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	Yes. Item originally scheduled for 2 November meeting which was cancelled.
Interview with Worthing Cabinet Member for Culture & Leisure Reasons for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	Yes. Item originally scheduled for 2 November meeting which was cancelled.
Update on the delivery of Our Plan and interview with Chief Executive - Reason for Scrutiny - To question the Chief Executive on the progress in delivering the objectives in 'Our Plan'	Joint	Director for Sustainability & Resources covering report	Chief Executive	Yes. Item added at the request of JOSOC on 6 July 2023. Item originally scheduled in for 30 November meeting but subsequently deferred to January to enable fuller discussion with the Sussex Police & Crime Commissioner at the November meeting.

Review of JOSC Work Programme	Joint	Director for Sustainability & Resources	No	No
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**Joint Overview and Scrutiny Committee - 7 March 2024
Worthing Town Hall**

<u>AGENDA ITEM</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 Regeneration Reason for Scrutiny - 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 Regeneration and Planning Reason for Scrutiny - 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

<p>Interview with Worthing Cabinet Member for Climate Emergency</p> <p>Reason for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.</p>	Worthing	Director for Sustainability & Resources	Cabinet Member	<p>No.</p> <p>Green</p>
<p>Review of progress on the delivery of the Housing Strategy. Also including the Homelessness and Rough sleeping strategy.</p> <p>Reason for Scrutiny - To review the Strategies and make recommendations to the JSC.</p>	Joint	Director for Housing & Communities/ Assistant Director Housing, Homelessness & Prevention	Director for Housing & Communities/ Assistant Director Housing, Homelessness & Prevention	<p>Yes. Item moved from January 2024 because a report is also being submitted to JSC in March 2024.</p> <p>Amber</p>
<p>Annual update on progress with delivering the Climate Change agenda</p> <p>Reason for Scrutiny - To review the progress in delivering the climate change agenda</p>	Joint	Director for Sustainability & Resources	Director for Sustainability & Resources/ Assistant Director Operations & Sustainability	<p>No</p> <p>Green</p>
<p>Worthing Theatres contract monitoring</p> <p>Reason for Scrutiny - To review the performance of Worthing Theatres.</p>	Worthing	Director for Place	Director for Place	<p>No</p> <p>Green</p>

Annual review report on the work of the Worthing BID Reason for Scrutiny - 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 Reason for Scrutiny - 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

Item to be arranged - Interview with representatives of Worthing Pub Watch

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 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. Review put on hold pending review of Adur Homes by the Housing Regulator. 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. Green

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>
<p>Planning Enforcement - The Committee is asked to review planning enforcement issues, planning enforcement policy and the Councils approach to planning enforcement</p> <p>Reason for Scrutiny - To review the Councils approach to planning enforcement</p>	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.
<p>Annual JOSC report for 2022/23</p> <p>Reason for Scrutiny - To agree the Annual report for reporting to Council meetings</p>	Joint	Joint Chairmen of JOSC	No	No
Interview with Adur	Adur	Director for Digital,	Cabinet Member	No

Cabinet Member for Finance & Resources Reason for Scrutiny - 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)		Sustainability & Resources		
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

**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 Reason for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.	Adur	Director for Sustainability & Resources	Cabinet Member	No Green
Interview with Worthing Leader Reason for Scrutiny - 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 - Reason for Scrutiny - To question the Chief Executive on the progress in delivering the	Joint	Director for Sustainability & Resources	Chief Executive	No Green

objectives in 'Our Plan'				
UK Shared Prosperity Fund - Reason for Scrutiny - 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 possible items for future Scrutiny	Joint	Director for Sustainability & Resources	No	No Green

**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 Reason for Scrutiny - 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 Reason for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.	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
Interview with Worthing Cabinet Member for	Worthing	Director for Sustainability & Resources	Cabinet Member	No

Citizens Services - Reason for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.				Green
Interview with Worthing Cabinet Member for Environment - Reasons for Scrutiny - 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 Reason for Scrutiny - 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 Reason for Scrutiny - Budget scrutiny and to identify any issues which require further scrutiny	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. Amber

Annual review of the recovery of the Adur & Worthing evening and night time economies (ENTE) Reason for Scrutiny - 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 (MEETING CANCELLED)**

<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	Adur	Director for Sustainability & Resources	Cabinet Member	No Green

Reasons for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.				
Interview with Worthing Cabinet Member for Culture & Leisure Reasons for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.	Worthing	Director for Sustainability & Resources	Cabinet Member	No Green
Final report from the Working Group reviewing Cultural Services - Worthing Theatres Procurement	Worthing	Chairman of the Working Group	No	Yes This report was delayed to enable some issues to be clarified with a Council Member. Green
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 - 30 November 2023
Worthing Town Hall**

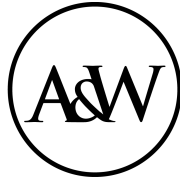
<u>AGENDA ITEM</u>	<u>AUTHORITY</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON AND STATUS OF ITEM</u>
<p>Interview with Sussex Police & Crime Commissioner & Police Commander</p> <p>Reason for Scrutiny - To question the Commissioner and Commander on local policing and anti social behaviour issues affecting their remits</p>	Joint	Director for Sustainability & Resources covering report	No	Yes. Item added at the request of JOSOC on 6 July 2023.
<p>Interview with Worthing Cabinet Member for Resources -</p> <p>Reasons for Scrutiny - To consider and question the Cabinet Member on issues within the Portfolio.</p>	Worthing	Director for Sustainability & Resources covering report	Cabinet Member	No Green
<p>Crime and Disorder update - Interview with the Chairman of the Adur &</p>	Joint	Director for Sustainability & Resources	Chairman of the Adur & Worthing Safer Communities Partnership and Cabinet	No.

Worthing Safer Communities Partnership (SCP) Reason for Scrutiny - To undertake the formal crime and disorder scrutiny role and scrutinise the work of the SCP.			Members.	
Budget update and scrutiny - Joint Budget and Worthing only Reason for Scrutiny - To undertake scrutiny of the Budget and consider if any comments should be forwarded to the JSC.	Worthing/Joint	Director for Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
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
JOSC Working Group report on the review of the Worthing Theatres contract and procurement process	Worthing	Chairman of the Working Group	No	Yes. Item originally scheduled for the JOSC meeting on 2 November 2023.

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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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2024

Key Decision [No]

Ward(s) Affected:N/A

Interview with Adur Cabinet Member for Finance and Resources

Report by the Director for Sustainability and Resources

Executive Summary

1. Purpose

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

2. Recommendations

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

3. Context

- 3.1 As part of its Work Programme for 2023/24, the Joint Overview and Scrutiny Committee (JOSC) have agreed to hold interviews with the Adur and Worthing Cabinet Members and question them on their 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 Adur Cabinet Member for Finance and Resources (Councillor Angus Dunn). It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to his portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described and can recommend action or make comments to the Cabinet Member for consideration.
- 3.4 The Cabinet Member was previously interviewed by JOSC at its meeting on 8 June 2023 - The minute extract (JOSC/12/23/24) which includes the detail of the previous discussion and previous questions from that interview is set out here [JOSC 080623](#) Individual decisions made by the Cabinet Members can be found and accessed from the following link: [Individual Executive Member decisions](#) The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described.

4. Issues for consideration

- 4.1 The Adur Cabinet Member for Finance and Resources has responsibility for the following:-
- Budgets (including the overall allocation of Revenue and Capital), external funding.
 - Capital programme.
 - Local taxation (benefit fraud (Adur) and appeals against decisions relating to National Non-Domestic Rate applications).
 - Treasury management, investments, loans, leasing and banking matters.
 - Property and asset management, facilities management, estates (including Southwick Square shops), property terriers, corporate property (not in other portfolios) and non-housing property repairs.
 - ICT (client side), telephony and Data Protection, Freedom of Information, information security and web team.

- Procurement, including contracts.
- Personnel and staffing (where Executive functions), including organisational development, occupational health and learning and development of staff.
- Other central support services.
- Internal Audit and audit fees.
- Digital transformation programme.

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

5. Engagement and Communication

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

6. Financial Implications

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

7. Legal Implications

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

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

7.3 Section 1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.

Background Papers:

Strategic Priorities for Adur District Council: 2022/23 Progress update report and New Priorities for 2023/24 - [Adur JSC Sub-Committee 27 September 2023](#)

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

Officer Contact Details:-

Mark Lowe

Scrutiny and Risk Officer

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Sustainability & Risk Assessment

1. Economic

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

2. Social

2.1 Social Value

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

2.2 Equality Issues

Matter considered and no direct issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no direct issues identified.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered and no direct issues identified.

4. Governance

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

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2024

Key Decision: No

Ward(s) Affected: N/A

Interview with Adur Cabinet Member for Environment and Leisure

Report by Director for Sustainability and Resources

Executive Summary

1. Purpose

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

2. Recommendations

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

3. Context

- 3.1 As part of its Work Programme for 2023/24, the Joint Overview and Scrutiny Committee (JOSC) have agreed to hold interviews with the Adur and Worthing Cabinet Members and question them on their priorities for 2023/24.
- 3.2 As part of its fact finding/investigative role, JOSC is asked to consider the roles and responsibilities of the Adur Cabinet Member for Environment and Leisure, Councillor Emma Evans. It is part of the scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to her portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described and can recommend action or make comments to the Cabinet Member for consideration.
- 3.4 The Cabinet Member was previously interviewed by JOSC at its meeting on 16 February 2023 - The minute extract (JOSC/84/22/23) which includes the detail of the previous discussion and previous questions from that interview is set out here [JOSC Minutes 16/2/23](#) Individual decisions made by the Cabinet Members can be found and accessed from the following link: [Individual Executive Member decisions](#)

4. Issues for consideration

- 4.1 The Adur Cabinet Member for Environment and Leisure has responsibility for the following:-
 - Waste collection and recycling.
 - Street cleaning.
 - Street-scene, including abandoned vehicles, bus shelters, enforcement, street names and numbering, road name plates, street furniture.
 - Environmental management and strategy.
 - Highways liaison.
 - Cemeteries and burials.
 - Parks and grounds maintenance, including allotments and dog control.
 - On and off street car parking.
 - Public conveniences.
 - Energy management and sustainability.

- Transport (maintenance).
- Cultural Projects and/public entertainment events (not covered by the licensing functions, with a potential attendance of 500) to enhance the District's cultural offer to residents and visitors.
- Client for South Downs Leisure and management of Adur Leisure facilities and sites.
- Foreshore management, including beach huts and chalets, beach maintenance.

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

5. Engagement and Communication

5.1 The JOSC Chairs and Vice-Chairs and the Cabinet Member 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 Adur District Council: 2022/23 Progress update report and
New Priorities for 2023/24 - [Adur JSC Sub-Committee 27 September 2023](#)

Our Plan - A three year framework for Adur and Worthing Councils

[Our Plan](#)

Officer Contact Details:-

Mark Lowe

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Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified.

2. Social

2.1 Social Value

Matter considered. Issues within the Cabinet Member Portfolio and actions taken by the Cabinet Member can help improve the wellbeing of individuals and communities.

2.2 Equality Issues

Matter considered. The Cabinet Member considers any relevant equalities and diversity issues when considering issues as part of her Portfolio.

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. The Cabinet Member has responsibility for environmental management and strategy and energy management and sustainability.

4. Governance

Matter considered. 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.

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2024

Key Decision [No]

Ward(s) Affected:N/A

Interview with Worthing Cabinet Member for Culture and Leisure

Report by the Director for Sustainability and Resources

Executive Summary

1. Purpose

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

2. Recommendations

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

3. Context 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 and Worthing Cabinet Members on their 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 Worthing Cabinet Member for Culture and Leisure, Councillor Rita Garner. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to her portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described and can recommend action or make comments to the Cabinet Member for consideration.
- 3.4 The Cabinet Member was previously interviewed by JOSC at its meeting on 16 February 2023 - The minute extract (JOSC/88/22/23) which includes the detail of the previous discussion and previous questions from that interview is set out here [JOSC Minutes 16/2/23](#) Individual decisions made by the Cabinet Members can be found from the following link: [Individual Cabinet Member decisions](#)

4. Issues for consideration

- 4.1 The Worthing Cabinet Member for Culture and Leisure has responsibility for the following:-
- Client for South Downs Leisure Trust and management of Worthing Leisure facilities and sites
 - Cultural projects and public entertainments (not covered by the licensing functions, with a potential attendance of 500) to enhance the Borough's cultural offer to residents and visitors
 - Tourism and Tourist Information Centres
 - Wellbeing and development functions for culture, leisure and sport, including the cultural strategy
 - Worthing Cultural Assets; Museum, Art Gallery, Ritz Cinema, Assembly Hall, Pavilion Theatre and Connaught Theatre. (NB. Worthing Pier is with the Regeneration Portfolio)

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

5. Engagement and Communication

5.1 The JOSC Chairs and Vice-Chairs and the Cabinet Member 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

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Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified.

2. Social

2.1 Social Value

Matter considered. Issues within the Cabinet Member Portfolio and actions taken by the Cabinet Member can help improve the wellbeing of individuals and communities. The Cabinet Member has the responsibility for Wellbeing and development functions for culture, leisure and sport, including the cultural strategy.

2.2 Equality Issues

Matter considered. The Cabinet Member considers any relevant equalities and diversity issues when considering issues as part of her Portfolio.

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.

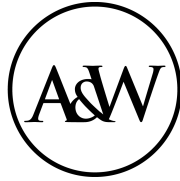
3. Environmental

Matter considered and no direct issues identified.

4. Governance

Matter considered. 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.

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2024

Key Decision [No]

Ward(s) Affected:N/A

Interview with Worthing Deputy Leader

Report by the Director for Sustainability and Resources

Executive Summary

1. Purpose

- 1.1 This report sets out background information on the Portfolio of the Worthing Deputy Leader to enable the Committee to consider and question the Deputy Leader on issues within his portfolio and any other issues which the Deputy 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 Deputy Leader on the work within his Portfolio and other issues which the Deputy Leader is involved in and question him on this and recommend any suggested action or make appropriate comments to the Deputy 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 and Worthing Cabinet Members on their 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 Worthing Deputy Leader, Councillor Carl Walker. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Cabinet Member on any issues involving the Cabinet Member and also issues relating to his portfolio.
- 3.3 The Committee is entitled to ask for further investigation into items where it may not be satisfied with the progress as described and can recommend action or make comments to the Cabinet Member for consideration.
- 3.4 The Cabinet Member was previously interviewed by JOSC at its meeting on 19 January 2023 - The minute extract (JOSC/73/22/23) which includes the detail of the previous discussion and previous questions from that interview is set out here [JOSC Minutes 19/1/23](#) Individual decisions made by the Cabinet Members can be found from the following link: [Individual Cabinet Member decisions](#)

4. Issues for consideration

- 4.1 The Worthing Deputy Leader has responsibility for the following:-
- In the absence of the Leader of the Council, the Deputy Leader of the Council has overall responsibility for the portfolio of the Leader of the Council.
 - Big Listening
 - 15 minute neighbourhoods and place-based working
 - Children and young people, including mental wellbeing (to share with Community Wellbeing portfolio)
 - Cost of living emergency
 - Developing community participatory decision-making structures
 - Public Consultation, including Community Engagement and Citizens Panels
 - Refugees
 - Young Persons' audit and consultation
 - Youth Council

5. Engagement and Communication

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

6. Financial Implications

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

7. Legal Implications

- 7.1 JOSCS is responsible for holding the Cabinet Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitution, can request Cabinet Members to attend its meetings.
- 7.2 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.3 Section 1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.

Background Papers

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

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Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified.

2. Social

2.1 Social Value

Matter considered. Issues within the Cabinet Member Portfolio and actions taken by the Cabinet Member can help improve the wellbeing of individuals and communities.

2.2 Equality Issues

Matter considered. The Cabinet Member considers any relevant equalities and diversity issues when considering issues as part of his Portfolio.

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