



ADUR & WORTHING  
COUNCILS

13 November 2019

**Joint Overview & Scrutiny Committee**

<b>Date:</b>	<b>21 November 2019</b>
<b>Time:</b>	<b>6.30 pm</b>
<b>Venue:</b>	<b>Gordon Room, Stoke Abbott Road, Worthing Town Hall</b>

**Committee Membership:**

**Adur District Council:** Councillors; Stephen Chipp (Adur Chairman), Joss Loader (Adur Vice-Chairman), Carol Albury, Catherine Arnold, Kevin Boram, Paul Mansfield, Andy McGregor and Lavinia O'Connor

**Worthing Borough Council:** Councillors; Roy Barraclough (Worthing Chairman), Keith Bickers (Worthing Vice-Chairman), Paul Baker, Margaret Howard, Charles James, Jane Sim, Bob Smytherman and Carl Walker

**Agenda**

**Part A**

**1. Declaration of Interests**

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

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

**2. Substitute Members**

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

To approve the minutes of the Joint Overview and Scrutiny Committee meeting of held on 17 October 2019, copies of which have been previously circulated.

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

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by 12.00pm Tuesday 19 November 2019

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. Items Raised Under Urgency Provisions**

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

### **6. Consideration of any matter referred to the Committee in relation to a call-in of a decision (Pages 1 - 6)**

To note a report from the Monitoring Officer, copy attached as item 6

### **7. Financially Sustainable Councils: Budget update 20/21 - 2024/25 and savings proposals (Pages 7 - 44)**

To consider a report by the Director for Digital and Resources, copy attached as item 7

### **8. Engaging Adur and Worthing - how we engage with our Communities (Pages 45 - 70)**

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

### **9. Review of the effectiveness of the Overview and Scrutiny Committees (Pages 71 - 108)**

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

### **10. Joint Overview and Scrutiny Committee Work Programme 2019/20 - Update (Pages 109 - 116)**

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

**Recording of this meeting**

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

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

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

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ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
Date 21st November 2019  
Agenda Item 6

Key Decision : No

Ward(s) Affected:

## Request for Call-In of an Executive Decision

### Report by the Monitoring Officer

#### Executive Summary

#### 1. Purpose

- 1.1 The Council's Joint Overview and Scrutiny Procedure Rules provide that where the Monitoring Officer receives a request to call-in a decision of the Executives, and rejects that request, they must report to the Joint Overview and Scrutiny Committee with details of the request and reasons for the rejection.

#### 2. Recommendations

- 2.1 The Joint Overview and Scrutiny Committee is recommended to note the contents of this report.

#### 3. Context

- 3.1 Part 1A Local Government Act 2000 sets out the arrangements in respect of Local Authority Governance in England. Where an authority is exercising Executive arrangements, it is required to have an Overview and Scrutiny Committee. Section 9F of the Act sets out the functions of an

overview and scrutiny committee which includes “to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the Executive” and “to make reports or recommendations to the Authority or the Executive with respect to the discharge of any functions which are the responsibility of the Executive”.

3.2 It is prudent for a Local Authority to have locally adopted procedures to enable the JOSc to implement this scrutiny function. In this regard Adur and Worthing Councils have adopted Joint Overview and Scrutiny Procedure Rules.

3.3 At paragraph 17 of the Procedure Rules, call-in of decisions is dealt with and the rules provide that at least three Members must request a call-in and that the grounds for a decision being called in are:

- If it conflicts with Council Policy
- If it conflicts with the Council’s Budget Strategy, or
- Where there is evidence to suggest the principles of decision-making have not been complied with.

#### **4. Background**

4.1 On 9th October 2019 the Head of Major Projects and Investment made an Officer Executive decision, reference number HMP&I/009/19-20, relating to the disposal of land at West Buildings Shelter. The decision was published on the Councils’ website and the call-in deadline was 5pm on 16th October 2019.

4.2 On 16th October 2019, within the prescribed deadline, the Monitoring Officer received a request, in writing, for call-in of the decision from at least three Elected Members: Cllrs Cooper, Chowdhury, Howard and Dawn Smith.

4.3 In summary, the reasons for the request for call-in were that the decision was in conflict with the Council’s Budget Strategy.

4.4 Members requesting the call-in of the decision in summary alleged that the Head of Major Projects and Investment’s decision notice states that the Council was unable to demonstrate that the decision to dispose of West Buildings Shelter in these circumstances, represented the best value for the Council. Members referred to the proposed reduction of 75% to the premium, a 5% reduction in the rent payable, and a 200 year lease with no rent review clauses proposed.

## 5. Issues for consideration

- 5.1 The Monitoring Officer considered the request for call-in and determined that the ground, of failure to comply with the Council's Budget Strategy, was not made out.
- 5.2 The Monitoring Officer noted that despite the information published in the decision notice, in fact the agreement was for a £25,000 premium, 5% of the passing rent which currently amounts to £6,500 pa, and rent reviewable every 10 years; but it was clear that such evidence was, in error, not included within the decision notice.
- 5.3 The Monitoring Officer further noted that the decision notice stated that suitable professional advice had been received from SHW, who advise the proposal is justified in that it supports the Council's objectives of improving the seafront and the town generally and indeed the decision notice refers to detailed reasons as to why the proposal meets the Council's policies and strategies and is in accordance with the Council's overall objectives.
- 5.4 The Monitoring Officer reviewed the Council's 19/20 Budget Strategy which was adopted by Worthing Borough Council in 2018 and noted the following extracts:
- Paragraph 10.2 refers to the Council's aim to be self-sufficient by 20/21 and reliant only on income from fees and charges, commercial rents, Council Tax and Business Rates, and further refers to the Council seeking to increase income from Business Rates and Council Tax by facilitating the creation of ... employment space.

The report to JSC of 10<sup>th</sup> July 2018 (item 8 on the agenda) refers to:

- The 19/20 Budget Strategy being built on the aim of ensuring the Councils would become community funded by 2020 and reliant only on income from trading and commercial activities, Council Tax and Business Rates.
- The Councils having set up several strategic programmes which are responsible for taking forward key initiatives aimed at delivering new income e.g. major projects programme to deliver regeneration projects to increase employment space and the commercial programme to develop initiatives to promote income growth from commercial services.

This decision relates to a Council owned asset which currently generates no income, has no commercial activity and generates no employment space, nor any business rates. A restaurant would generate employment, and the premium and annual rent received by the Council amounts to new income

generated. Both of these outcomes appear to support the Council's Budget Strategy.

- 5.5 On that basis the Monitoring Officer considered that whilst it is unusual to dispose of a Council asset when there is no assurance that it generates financial best value to the Council, the proposal and decision of the Head of Major Projects and Investment does not appear to be in conflict with the Council's Budget Strategy.
- 5.6 The request for call-in of the decision was therefore rejected.

## **6.0 Engagement and Communication**

6.1 The Council's Monitoring Officer contacted the Joint Chairmen of the Councils' Joint Overview and Scrutiny Committee by telephone on 18th October 2019 by way of consultation, as to the determination of the request for call-in of the decision. Both Cllr Barraclough and Cllr Chipp responded that they did not consider there were sufficient grounds for accepting the request for call-in.

## **7.0 Financial Implications**

- 7.1 There are no financial implications arising from this report

## **8.0 Legal Implications**

- 8.1 Legal issues are addressed in the main body of the report above.

### **Background Papers**

- Decision Notice reference number HMP&I/009/19-20, relating to the disposal of land at West Buildings Shelter.
- Worthing Borough Council Constitution

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

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## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered and no issues identified.

### **2. Social**

#### **2.1 Social Value**

Matter considered and no issues identified.

#### **2.2 Equality Issues**

Matter considered and no issues identified.

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

Matter considered and no issues identified.

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

Matter considered and no issues identified.

### **3. Environmental**

Matter considered and no issues identified.

### **4. Governance**

Governance issues have been addressed in the body of the report.



ADUR & WORTHING  
COUNCILS

Joint Strategic Committee  
3 December 2019  
Agenda Item [...]

Joint Overview and Scrutiny Committee  
21 November 2019  
Agenda Item 7

Key Decision [No]

Ward(s) Affected:

## **Financially Sustainable Councils: Update to the 2020/21 - 2024/25 budget forecast and savings proposals for 2020/21**

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

#### **Executive Summary**

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

- 1.1 This report provides an overview of the delivery of our sustainable councils financial strategy for 2020/21, along with details of the proposals that will help deliver a balanced budget for the next financial year and beyond
- 1.2 The report outlines the medium term financial challenge through to 2024/25, and sets out performance in the key strategic areas of commercialisation, service and digital transformation, affordable housing and strategic property investment.
- 1.3 Contained within this report are specific proposals to increase income, to deliver efficiency, and other savings initiatives for 2020/21. Members are asked to support these savings proposals.
- 1.4 The following appendices have been attached to this report:
  - (i) **Appendix 1** (a) 5 year forecast for Adur District Council  
(b) 5 year forecast for Worthing Borough Council
  - (ii) **Appendix 2** Committed growth items
  - (iii) **Appendix 3** Summary of savings proposals
  - (iv) **Appendix 4** Capital flexibilities schedule

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

- 2.1 The Joint Overview and Scrutiny Committee is asked to consider the report and make comment on the savings proposals to the Joint Strategic Committee.
- 2.2 The Joint Strategic Committee is recommended to:
- (i) Note the current 5 year forecast;
  - (ii) Note the committed growth items as set out in appendix 2;
  - (iii) Approve the proposed savings as set out in appendix 3;
  - (iv) Recommend to Adur and Worthing Council to approve the use of capital flexibilities to fund the costs associated with delivering the initiatives outlined in Appendix 4.

### 3. Context

- 3.1 The Joint Strategic Committee considered the outline 5-year forecast for 2020/21 to 2024/25 and the Budget Strategy on 9th July 2019, which was subsequently adopted by each full Council. At this stage in the budget cycle, the report identified the following cumulative shortfalls in funding for the respective General Funds:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Adur	1,532	1,971	2,409	2,772	3,073
Worthing	3,123	4,456	5,349	6,034	6,624

- 3.2 The report built on the current strategy whose strategic aim was to ensure that the Councils would become community funded by 2020 reliant, by then, only on income from trading and commercial activities, council tax income and business rate income.
- 3.3 With this strategy in mind, the Councils have set-up several strategic programmes which are responsible for taking forward key initiatives aimed at delivering savings for the future:

1. The Major Projects programme leads on delivering regeneration projects to increase employment space and additional housing;
  2. The Service Redesign programme leads on the delivery of service redesign and the digital strategy and ensures that the benefits are realised from this programme of work;
  3. The Strategic Asset Management programme will lead on delivering the income growth associated with the Strategic Property Fund and any proposed new developments; and
  4. The Commercial programme is developing initiatives for income growth from commercial services and seek to improve the customer experience.
  5. The Affordable Homes Working Group leads on initiatives to improve the supply of affordable homes and to reduce the cost of temporary and emergency accommodation.
- 3.4 For 2020/21 the Service Redesign Programme, the Commercial Programme and the Strategic Asset Management Programmes were again set explicit targets as part of the budget strategy.

a. Service Redesign Programme

The initial programme focussed on digital transformation and has been successful at delivering significant savings in the past few years (£198k in 2016/17, £181k in 2017/18, £181k in 2018/19 and £185k in 2019/20) as part of a rolling programme which sought to deliver savings of £200k per year following the investment into the Council's digital strategy. Latterly this has been re-scoped into a service redesign programme. This is successfully helping service areas undertake more fundamental customer-centred change. With digital capabilities now established (the ability to design and build our own digital products) our projects are becoming about deeper, customer-centred service change, which almost always require significant digital transformations. To achieve this level of saving is a significant achievement, and it is believed that this programme of work will continue to deliver savings over the medium term. It was set the following targets for 2020/21 and beyond:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Annual Savings	200	200	200	200	200
Cumulative impact	200	400	600	800	1,000

b. Commercial Programme

The commercial programme involves close monitoring of key existing income streams, and progress against the annual growth target of £600k per annum.

Over the past four years, since the inception of the programme, income has grown by £3m (£798k in 2016/17, £686k in 2017/18, £828k in 2018/19 and £638k in 2019/20), well exceeding the target set.

	2	2	2	20	2
	0	0	0	23	0
	2	2	2	/2	2
	0	1	2/	4	4/
	/	/	2		2
	2	2	3		5
	1	2			
	£'000	£'000	£'000	£'000	£'000
Annual Savings	600	600	600	600	600
Cumulative impact	600	1,200	1,800	2,400	3,000

c. Strategic Asset Management Programme

Both Councils have committed to significant investment in commercial property either through direct purchase or by development over the next five years with the aim of increasing income from the Councils' property portfolio.

This investment is estimated to produce net additional income as follows for the two Councils:

	20	2	2	2	2
	20	0	0	0	0
	/2	2	2	2	2
	1	1/	2/	3/	4
		2	2	2	/
		2	3	4	2
					5
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Adur District Council:</b>					
Annual Savings*	455	100	100	100	100
Cumulative impact	455	555	655	755	855
<b>Worthing Borough Council:</b>					
Annual Savings	400	100	100	100	100
Cumulative impact	400	500	600	700	800

\* Includes net income from the new office block constructed on the Adur Civic Centre site.

Members should be aware that the success in delivering the savings identified for 2020/21 are dependent on two factors:

- (i) Identifying suitable properties to purchase
- (ii) The current legislative framework remains unchanged. The Treasury may prohibit borrowing for out of area acquisitions solely for investment purposes. However, many of our purchases meet a dual purpose of both supporting economic regeneration projects and generating income.

The budget for 2020/21 onwards assumes that approximately only half of the funds released each year will be spent in year. This will be closely monitored and if the target is at risk then the Council will need to take corrective action to lever in the savings identified.

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

- 3.5 The forecast has also been updated by information captured on financial planning returns that provide a link between service planning and financial planning. The guidance was circulated to, and completed by, the Service Managers during the summer, and have been used to identify potential savings and committed growth items.
- 3.6 There has been no detailed overarching public budget consultation exercise this year. The current budget strategy was subject to a detailed consultation in 2016/17 and no substantive changes to this strategy are planned at this time. Individual savings proposals are subject to consultation with officers of the Council, Executive members, and the members of the Joint Overview and Scrutiny Committee.
- 3.7 This report represents the stage of the budgetary forecasting process whereby the Joint Overview and Scrutiny Committee are asked to consider and comment upon the progress in balancing the Worthing Borough Council budget before the Joint Strategic Committee consider and agree proposals for savings identified to date. Members of the Committee should be aware that at the time of writing some of the savings were still being verified and so the saving for each Council as a result of the options presented may change marginally. The minutes of the Joint Overview and Scrutiny Committee will be available for members of the JSC at the meeting.
- 3.8 There will be a further report after Christmas which will detail the final proposed budgets for the year, any further savings identified, and requests for investment into services and the amount to be drawn from reserves, if any. The proposed Council Tax increase for 2020/21 is scheduled to be considered by the respective Cabinets on 3rd February 2020 (Adur District Council) and 4th February 2020 (Worthing Borough Council).

#### **4. Update Of Outline 5-year Forecast**

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



4.2 The likely shortfall in resources necessary to balance the budget over the five years, before consideration of any savings or growth proposals is now in the region of:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
<b>Adur</b>					
July Forecast	1,532	1,971	2,409	2,772	3,073
November Forecast	1,390	1,845	2,179	2,542	2,842
Reduction (-) / increase (+) in shortfall forecast	-142	-126	-230	-230	-231

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
<b>Worthing</b>					
July Forecast	3,123	4,456	5,349	6,034	6,624
November Forecast	2,546	4,127	5,084	5,764	6,410
Reduction (-) / increase (+) in shortfall forecast	-577	-329	-265	-270	-214

The main changes to the forecast for 2020/21 are summarised in the table below:

<b>Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 9<sup>th</sup> July 2019</b>		
	<b>Adur</b>	<b>Worthing</b>
	<b>£'000</b>	<b>£'000</b>
<b>Original 2019/20 budget shortfall</b>	<b>1,532</b>	<b>3,123</b>
<b>Changes to income from grants and taxation:</b>		
(a) Improvements to the income from Council Tax	-32	-136
(b) Impact of current Council Tax Collection Fund deficits	9	31
(c) Impact of delay to fairer funding review		
- Delay to consolidation of homelessness grants into retained business rates	-139	-120
- Improvements to retained business rates	-235	-283
(d) Net impact of Business Rate Collection Fund deficit	219	-
<b>Other changes:</b>		
(e) Further increase in the cost of the temporary and emergency accommodation	-	100
(f) Reduction in employers pension contribution expected from 2019 triennial valuation.	-90	-221
(g) Reduction in commercial rent income	-	30
(h) Reprofiling of capital programme	-	-105
(i) Net committed growth items identified by Service Heads (See Appendix 2)	196	207
(j) Removal of contingency budget for new growth	-70	-80
<b>Revised Budget Shortfall</b>	<b>1,390</b>	<b>2,546</b>
(k) Potential savings identified to date (Appendix 3)	-1,383	-2,532
<b>Resources in hand (-) / current shortfall</b>	<b>7</b>	<b>14</b>

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

(a) Council Tax base for 2020/21:

Following the completion of the Council Tax Base return (CTB1) for each Council, the Council Tax Base calculation has now been revisited. Both Council Tax bases are showing a higher level of growth than originally expected. This is largely due to two factors:

- i) Falling cost of Council Tax Support and other Council Tax discounts
- ii) Greater number of new dwellings are expected to be completed (63 additional units in Adur and 561 additional units in Worthing)

(b) Collection fund deficit:

The Councils' Collection Funds for Council Tax are expected to be in deficit at the end of 2019/20, which is largely due to the deficit at the end of 2018/19. An in-year increase in the level of Council Tax discounts has contributed to the overall position.

	<b>Adur</b>	<b>Worthing</b>
	<b>£'000</b>	<b>£'000</b>
Deficit expected by 31 <sup>st</sup> March 2020	53	235
Council share of deficit	9	31

The level of deficit is minor compared to the amount of Council Tax collected. Adur District collects £40.1m and Worthing Borough Council collects £70.2m per year.

(c) Delay to fairer funding review:

The spending review was announced on the 4th September 2019 by the Chancellor. This was a one-year review with a full multi-year review now expected for next year.

The review confirmed that overall funding for Local Government would increase by 4.1% in 2020/21, although a considerable proportion of this increase will go to Adult Social Care (£1bn). The remaining funding for local Government is expected to increase by inflation (currently 1.7%).

As part of the announcement it was formally confirmed that the business rate baselines would also increase by inflation and that the referendum criteria for 2020/21 would be set at a 2% increase to Council Tax.

This was followed by a technical consultation on Local Government Finance Settlement for 2020/21 which was released on the 3rd October 2019. From the consultation it is clear that the Government has now formally delayed the fairer funding review to 2021/22 and are proposing a 'roll forward' settlement for 2020/21.

The implications of this change for 2020/21 are twofold:

1. Existing homelessness grants will continue until absorbed into the business rate retention scheme; and
2. The councils will retain all surplus business rate income for one more year.

Once the draft Local Government Settlement is announced, the Council will have confirmation on a number of matters including:

- Final referendum criteria;
- The future of New Homes Bonus for 2020/21;
- Business rates baseline funding (the minimum amount of business rate income that Council's can retain).

More recently the Councils have received a letter from the Director General of Local Government and Public Services which confirms that

'local authorities should take account of the proposals the Government has published in the technical consultation in drawing up draft budgets for next year.'

And also confirms that the current Government:

'.....remains committed to reducing homelessness and rough sleeping and intends, at a minimum, to maintain funding for the Flexible Homelessness Support Grant and Homelessness Reduction Act New Burdens at 2019-20 levels.'

Whilst we expect the draft settlement before Christmas, given the election, this could be delayed.

(d) Business Rate deficits:

It is now expected that the Collection Fund for Business Rates for both Councils will be in deficit by the year end. There are several factors which contribute to the position:

- Both Collection funds were in deficit as at 31st March 2019. The amount of Business Rate relief granted was higher than expected during the year, largely due to a number of revisions to the rate relief scheme after the precept for the year had been agreed. The Councils are reimbursed for the impact of these reliefs in year,

whilst the resulting deficit will be addressed in 2020/21 which leads to an inherent timing difference between when the Councils receive the grant and when they fund the consequences of the lost income. To address this issue, both Councils placed resources into a business rate smoothing reserve at the end of 2018/19.

- The Councils have seen a number of properties removed from the business rate base in year either because they are being redeveloped or because they are being converted from commercial properties to residential.
- In addition, the power station in Adur has had significant issues with the turbines and has been out of operation for several months. During this period, no business rates are charged. As the largest ratepayer, this represents a loss in business rates of £602,000.
- The impact of appeals.

Overall the Councils are now expecting the following deficits:

	<b>Adur</b>	<b>Worthing</b>
	<b>£'000</b>	<b>£'000</b>
Deficit expected by 31 <sup>st</sup> March 2019	1,500	1,100
Council share of deficit (20%)	300	220
Funded by available Business Rate Smoothing Reserves	-81	-220
Net deficit to be funded by Council in 2020/21	219	0

(e) Increase in the costs associated with temporary and emergency accommodation

Current budget predictions for Adur District Council is that there will be an underspend in the 2019/2020 budget for emergency accommodation, whilst for Worthing there is likely to be a small overspend. There has however, recently been a further increase in the caseload associated with homelessness for Worthing Borough Council. This trend is being experienced throughout the region and consequently drive competition and costs for affordable housing solutions. The Council has a clear strategy for addressing these costs in the medium term and the cost per household accommodated is falling following the successful introduction of initiatives to improve the supply of affordable temporary accommodation. None the less, should the case load continue to rise, the Council will need to address the cost pressures that are continuing. This will be reviewed again as part of the final budget to ensure that the level of funding allocated remains at an appropriate level.

(f) Decrease in pension costs

Preliminary outcome for the 2019 Pension Fund valuation would indicate that the Council should expect to see the cost of pension decrease over the next three years. There are two main factors behind this improved position including:

- Improved investment returns
- Changes to assumptions regarding longevity - whereas members are living longer, the rate of increase is declining.

Overall in the 2019 valuation, the pension fund was estimated to be 112% funded

(g) Commercial rents - Worthing Borough Council

A further decline in rental income for retail properties in Montague Street where one lease has been renegotiated and the property rental is too high in the current rental market.

(h) Capital Financing Costs

The cost of financing the capital programme has been recently reassessed following the most recent monitoring report. Re-profiling of some schemes into 2019/20 will reduce the expected cost of financing. The cost of financing the capital programme will be reassessed again in December.

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

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

(j) Removal of contingency budget.

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

(k) Savings Identified by Service Heads:

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

## **5. Future Strands Of Work**

5.1 There are a number of strands of financial work still to be completed which will influence the final 2020/21 budget as follows:

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

The Local Government Finance Settlement is unlikely to be announced until late December. Consequently, the Council will not have final confirmation of the amount of grant that it will receive until late December or early January.

Any New Homes Bonus for 2020/21 will be confirmed as part of settlement.

(b) Business Rate Retention Scheme:

There was a revaluation of the business rates base in 2016/17. The Councils were expecting to see a high level of appeals in the early years following the revaluation, however to date few appeals are being made under the 'Check, Challenge, Appeal' process. As usual, much depends on the level of business rates appeals which remain difficult to predict.



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

(c) Council Tax income:

The Councils will need to consider what level increase is to be made to Council Tax. The current forecast assumes a 2.0% increase for 2020/21. This is equivalent to an average (Band C) annual increase in the Councils' part of the Council Tax bill of £5.35 for a property in Adur District Council and £4.22 for a property in Worthing Borough Council.

The recent technical consultation of settlement indicated that the Councils will be able to increase Council Tax by up to 2% or £5.00 whichever is higher.

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

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

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

## **6. Saving Proposals**

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

	20	2	2	2	2
	20/	0	0	0	0
	21	2	2	2	2
		1/	2	3	4
		2	/	/	/
		2	2	2	2
			3	4	5
<b>Adur</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Budget shortfall (as per appendix 1)	1,390	1,845	2,179	2,542	2,842
Savings identified to date	-1,383	-1,941	-2,331	-2,681	-3,031
Revised budget shortfall / Surplus (-)	7	-96	-152	-139	-189

	20	2	2	2	2
	20	0	0	0	0
	/2	2	2	2	2
	1	1	2/	3	4/
		/	2	/	2
		2	3	2	5
		2		4	
<b>Worthing</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Budget shortfall (as per appendix 1)	2,546	4,127	5,084	5,764	6,410
Savings identified to date	-2,532	-3,233	-3,986	-4,636	-5,638
Revised budget shortfall / Surplus (-)	14	894	1,098	1,128	772

6.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. The Councils have identified a significant amount of savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position.

6.3 Looking ahead to 2021/22 and beyond, the continuing financial pressure is not likely to ease especially if we wish to deliver on the commitments outlined in Platforms for our Places, however the proposed strategy will contribute significantly to meeting this challenge easing the burden on individual services as follows:

	20 21/ 22	20 22/ 23	20 23/ 24	202 4/ 5
	£'000	£'000	£'000	£'000
<b>Cumulative Budget shortfall (Appendix 1)</b>				
Adur	1,845	2,179	2,542	2,842
Worthing	4,127	5,084	5,764	6,410
Total savings to be identified	5,972	7,263	8,306	9,252
<b>Less:</b> Savings identified for 2020/21	-3,915	-3,915	-3,915	-3,915
Savings yet to be identified	2,057	3,348	4,391	5,337
<b>Future savings initiatives:</b>				
Strategic Property Investment Fund	-200	-400	-600	-800
Affordable Housing Programme	-69	-69	-69	-69
Commercial Programme	-600	-1,200	-1,800	-2,400
Service Redesign Programme	-200	-400	-600	-800
Other identified savings	-225	-368	-368	-368
Total savings initiatives identified to date	-1,294	-2,437	-3,437	-4,437
Further savings to be identified by Heads of Service	763	911	954	900
Annual savings to be identified by Heads of Service	763	148	43	-

\* The financial pressure in 2021/22 reflects the potential cost of investing in food waste, the expected withdrawal of funding for homelessness, the cost of funding major projects within Worthing Borough Council, the estimated impact of the fairer funding review and the impact of the reduction in New Homes Bonus.

#### 6.4 Funding the delivery of the savings proposals:

6.4.1 The delivery of the service redesigns outlined in Appendix 3 may require implementation costs. A provision of £300,000 is recommended to be

included within the capital flexibilities schedule at Appendix 4 which will be used to fund any associated costs. This will only be released following the submission of a report to the relevant Executive Member outlining the costs and associated revenue benefits. It is proposed that these costs be funded from capital receipts using the capital flexibilities powers of both Councils split as follows:

Adur: £120,000

Worthing: £180,000

6.4.2 Under the relevant legislation, the Councils must approve the use of these receipts and the schedule at Appendix 4 outlines the updated plan.

## **7. Other Budget Issues**

### **7.1 Housing Revenue Account**

A full report on the Housing Revenue Account and the recommended rent levels will be considered by the Adur Executive in February 2020. It is intended that any savings identified by the Service Heads outlined within this report and identified by the Head for Housing will be the subject of consultation with the Executive Member for Customer Services, the Adur Homes Management Board, which includes representation from the Adur Consultative Forum in the coming months.

## **8. Conclusion**

8.1 The Councils continue to deal with the withdrawal of Government funding whilst building capacity in the budget to take forward the key priorities identified within Platform for our Places. There is no prospect of any easing of the financial pressure for the next few years. We await the local Government Settlement in late December and early January which will give the Councils certainty at least for 2020/21.

8.2 The Councils are in a fairly strong position to set a balanced budget with minimal use of reserves for 2020/21 depending on the outcome of the settlement. The report to be presented to members after Christmas will bring together any last changes to the revenue budget, the impact of Comprehensive Spending Review, the final implications of settlement and the final forecast of business rate income.

## **9. Engagement and Communication**

- 9.1 The Council previously undertook a full consultation exercise to establish public support for the current budget strategy. In the light of this, no consultation exercise has been carried out this year.
- 9.2 Officers and members have been consulted on the development of the savings proposals contained within the report.

## **10. Financial Implications**

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

Finance Officer: Sarah Gobey

Date: 7th November 2019

## **11. Legal Implications**

- 11.1 The Local Government Act 2003 requires that the Councils set a balanced budget. This report demonstrates how the Councils intend to meet that requirement for 2020/21.
- 11.2 The Secretary of State for Ministry of Housing Communities and Local Government has issued a direction under the Local Government Act 2003 sections 16(2)(b) and 20: treatment of costs as capital expenditure which gives local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings.

Legal Officer: Susan Sale

Date: 6th November 2019

### **Background Papers**

Report to Adur District Council Executive 5<sup>th</sup> February 2019 - Estimates 2019/20 and setting of 2019/20 Council Tax

Report to Worthing Borough Council Executive 4<sup>th</sup> February 2019 - Estimates 2019/20 and setting of 2019/20 Council Tax

Report to Joint Strategic Committee 9<sup>th</sup> July 2019 – Final Revenue Outturn for Joint, Adur and Worthing 2018/19.

Report to Joint Strategic Committee 9<sup>th</sup> July 2019 – Becoming financially sustainable - Revenue Budget Strategy for 2020/21

Budget Statement 2015 – Report from HM Treasury  
Budget Statement 2018 – Report from HM Treasury

Report to Joint Strategic Committee 2<sup>nd</sup> December 2014 – Investing in New Technology: The Springboard to Excellent Customer Experience and Business Efficiency.

Report to the Joint Strategic Committee 6<sup>th</sup> December 2017 – “Platforms for our Places” – Unlocking the power of people, communities and our local geographies.

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

**Officer Contact Details:-**

Sarah Gobey

Chief Financial Officer

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## **SUSTAINABILITY AND RISK ASSESSMENT**

### **1. ECONOMIC**

Matter considered and no issues identified

### **2. SOCIAL**

#### **2.1 Social Value**

Matter considered and no issues identified

#### **2.2 Equality Issues**

Matter considered and no issues identified

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

Matter considered and no issues identified

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

Matter considered and no issues identified

### **3. ENVIRONMENTAL**

Matter considered and no issues identified

### **4. GOVERNANCE**

Matter considered and no issues identified



<b>ADUR DISTRICT COUNCIL</b>						
<b>Revenue Budget Summary Statement 2019/20 - 2024/25</b>						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Spending to be Financed from Taxation	Base £'000	£'000	£'000	£'000	£'000	£'000
Base budget	8,659	8,659	8,659	8,659	8,659	8,659
(a) <i>Annual Inflation</i>		342	677	1,007	1,326	1,648
(b) <i>One -off / non-recurring items</i>						
Local Elections (held every other year)		18	-	19	-	20
(c) <i>Committed Growth</i>						
Consolidation of homeless funding into overall Council funding as part of fairer funding review		45	140	140	140	140
Net cost of increasing recycling to meet 50% targets:						
- Full year impact of implementation of Alternate Weekly Collection		(70)	(70)	(70)	(70)	(70)
- Net impact of introducing weekly food waste collections		-	72	72	72	72
Reduction in pension contributions		(90)	(213)	(341)	(341)	(341)
Net new committed growth items identified by heads of service (see Appendix 2)		196	287	382	452	522
(d) <i>Impact of County budget reductions</i>						
Further reduction in supported housing budgets		270	270	270	270	270
Withdrawal of recycling support		377	377	377	377	377
(e) <i>Impact of capital programme</i>						
Financing costs		135	249	404	528	566
Maximum impact of Gigabit Project		42	42	42	42	42
(f) <i>Additional income</i>						
Investment income		(33)	(42)	(50)	(59)	(68)
(g) <i>Approved Growth items</i>						
Provision for new growth items		60	120	180	240	300
<b>Total Cabinet Member Requirements</b>	<b>8,659</b>	<b>9,951</b>	<b>10,568</b>	<b>11,091</b>	<b>11,636</b>	<b>12,137</b>

**ADUR DISTRICT COUNCIL**  
**Revenue Budget Summary Statement 2019/20 - 2024/25**

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Total Cabinet Member Requirements B/fwd</b>	Base £'000	£'000	£'000	£'000	£'000	£'000
	8,659	9,951	10,568	11,091	11,636	12,137
Income from grants and taxation:						
Business Rate income						
Baseline funding	1,739	1,769	1,804	1,840	1,877	1,915
Add: Retained additional business rates	711	504	258	262	265	272
Add: Share of previous year's surplus / (deficit)	(250)	(219)				
Add: Levy surplus	27					
<b>Adjusted Business Rate Income</b>	<b>2,227</b>	<b>2,054</b>	<b>2,062</b>	<b>2,102</b>	<b>2,142</b>	<b>2,187</b>
<b>Council Tax income</b>	<b>6,347</b>	<b>6,505</b>	<b>6,651</b>	<b>6,800</b>	<b>6,952</b>	<b>7,108</b>
Other grants and contributions						
New homes bonus (2016/17 - 2019/20)	115	-	-	-	-	-
New homes bonus (2017/18 - 2020/21)	1	1	-	-	-	-
New homes bonus (2019/20 - 2022/23)	10	10	10	10	-	-
<b>Total New Homes Bonus</b>	<b>126</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>
Collection fund surplus/deficit (-)	(41)	(9)	-	-	-	-
<b>Total Income from Grants and Taxation</b>	<b>8,659</b>	<b>8,561</b>	<b>8,723</b>	<b>8,912</b>	<b>9,094</b>	<b>9,295</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>-</b>	<b>1,390</b>	<b>1,845</b>	<b>2,179</b>	<b>2,542</b>	<b>2,842</b>

## Appendix 1

<b>ADUR DISTRICT COUNCIL</b>						
<b>Revenue Budget Summary Statement 2019/20 - 2024/25</b>						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base					
	£'000	£'000	£'000	£'000	£'000	£'000
<b>AMOUNT REQUIRED TO BALANCE BUDGET</b>		<b>1,390</b>	<b>1,845</b>	<b>2,179</b>	<b>2,542</b>	<b>2,842</b>
Savings identified to date (see appendix 3):						
Strategic Property Investment Fund		500	700	900	1,100	1,200
New office block		55	55	55	55	55
Provision for future voids		(100)	(200)	(300)	(400)	(500)
Commercial Programme		149	319	489	659	829
Service Redesign Programme		68	148	228	308	388
Affordable Housing Programme						
Approved projects		380	410	410	410	410
Savings identified by Heads of Service		331	509	549	549	549
<b>Total savings initiatives identified</b>		<b>1,383</b>	<b>1,941</b>	<b>2,331</b>	<b>2,681</b>	<b>3,031</b>
<b>Cumulative savings still to be found/ (surplus)</b>		<b>7</b>	<b>(96)</b>	<b>(152)</b>	<b>(139)</b>	<b>(189)</b>
Annual savings still to be found per year		7	(103)	(56)	13	(50)
Council Tax increase included above		2.00%	2.00%	2.00%	2.00%	2.00%
Annual increase (Band D property)		£5.99	£6.11	£6.23	£6.36	£6.48
Weekly increase (Band D property)		£0.12	£0.12	£0.12	£0.12	£0.12
Average annual increase (Band C property)		£5.32	£5.43	£5.54	£5.65	£5.76
Average weekly increase (Band C property)		£0.10	£0.10	£0.11	£0.11	£0.11

Appendix 1

<b>WORTHING BOROUGH COUNCIL</b>						
<b>Revenue Budget Summary Statement 2019/20 - 2024/25</b>						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Spending to be Financed from Taxation	Base					
	£'000	£'000	£'000	£'000	£'000	£'000
Base budget	13,704	13,704	13,704	13,704	13,704	13,704
(a) <i>Annual Inflation</i>		506	1,005	1,499	1,979	2,464
(b) <i>One -off / non-recurring items</i>						
Local Elections (not held once every four years)		-	(50)	-	-	-
(c) <i>Committed Growth / Cost reductions</i>						
Fall out of SDLT pension costs.		(18)	(36)	(36)	(36)	(36)
Consolidation of homeless funding into overall Council funding as part of fairer funding review		-	150	150	150	150
Net cost of increasing recycling to meet 50% targets:						
- Full year impact of implementation of Alternate Weekly Collection		(130)	(130)	(130)	(130)	(130)
- Impact of introducing weekly food waste collections		-	128	128	128	128
New theatres and culture contract		100	50	-	(50)	(100)
Closure of Café at Brooklands during improvements		20	20	20	20	20
Reduction in commercial rental agreements		120	120	120	120	120
Reduction in pension contributions		(221)	(387)	(558)	(558)	(558)
Increase in demand for homelessness accommodation		100	100	100	100	100
Net new committed growth items identified by heads of service (see Appendix 2)		207	345	475	555	635
(d) <i>Impact of County budget reductions</i>						
Further reduction in supported housing budgets		630	630	630	630	630
Withdrawal of recycling support		671	671	671	671	671
(e) <i>Impact of capital programme</i>						
Financing costs - General Programme		(38)	162	201	449	743
Impact of refurbishment of High Street Car Park			105	291	291	291
Maximum impact of Gigabit Project		63	63	63	63	63

Appendix 1

**WORTHING BOROUGH COUNCIL**  
**Revenue Budget Summary Statement 2019/20 - 2024/25**

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Spending to be Financed from Taxation	Base £'000	£'000	£'000	£'000	£'000	£'000
(f) <i>Impact of major projects</i>						
Impact of land acquisitions and new developments at Union Place, Grafton, town hall car park and other major projects.		-	400	700	800	900
(g) <i>Additional income</i>						
Investment income		(55)	(92)	(128)	(168)	(213)
(h) <i>Approved Growth items</i>						
Provision for new growth items		90	180	270	360	450
<b>Total Cabinet Member Requirements</b>	<b>13,704</b>	<b>15,749</b>	<b>17,138</b>	<b>18,170</b>	<b>19,078</b>	<b>20,032</b>
<b>Income from grants and taxation:</b>						
<i>Business Rate Income</i>						
Baseline funding	2,649	2,694	2,748	2,803	2,859	2,916
Add: Net retained additional business rates	826	542	271	280	280	286
Add: Share of surplus /deficit (-)	-	-				
Add: Levy surplus	41					
Adjusted Business Rate income	3,516	3,236	3,019	3,083	3,139	3,202
<i>Council Tax income</i>	9,155	9,474	9,702	9,935	10,175	10,420
<i>New Homes Bonus</i>						
New homes bonus (2016-20)	518	-	-	-	-	-
New homes bonus (2017-21)	234	234	-	-	-	-
New homes bonus (2018-22)	222	222	222	-	-	-
New homes bonus (2019-23)	68	68	68	68	-	-
Total New Homes Bonus	1,042	524	290	68	-	-
<i>Collection fund surplus/deficit (-)</i>	(9)	(31)	-	-	-	-
<b>Total Income from Grants and Taxation</b>	<b>13,704</b>	<b>13,203</b>	<b>13,011</b>	<b>13,086</b>	<b>13,314</b>	<b>13,622</b>
<b>(Surplus) / Shortfall in Resources</b>	<b>-</b>	<b>2,546</b>	<b>4,127</b>	<b>5,084</b>	<b>5,764</b>	<b>6,410</b>

**WORTHING BOROUGH COUNCIL**  
**Revenue Budget Summary Statement 2019/20 - 2024/25**

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base £'000	£'000	£'000	£'000	£'000	£'000
Amount required to balance the budget	-	2,546	4,127	5,084	5,764	6,410
Savings identified to date (see Appendix 3):						
Strategic Property Investment Fund		500	700	900	1,100	1,300
Provision for future voids and repairs		(100)	(200)	(300)	(400)	(500)
Wellbeing centre and car park						352
Affordable Housing Programme						
Approved projects		806	845	845	845	845
Commercial Programme		494	924	1,354	1,784	2,214
Service Redesign Programme		106	226	346	466	586
Savings identified by Heads of Service		726	738	814	814	814
Total savings initiatives identified to date		2,532	3,233	3,986	4,636	5,638
<b>Cumulative savings still to be found</b>		<b>14</b>	<b>894</b>	<b>1,098</b>	<b>1,128</b>	<b>772</b>
Annual savings still to be found		14	880	204	30	(356)
Council Tax increase included above		2.00%	2.00%	2.00%	2.00%	2.00%
Annual increase (Band D property)		£4.75	£4.85	£4.95	£5.05	£5.15
Weekly increase (Band D property)		£0.09	£0.09	£0.10	£0.10	£0.10
Annual increase (Band C property)		£4.22	£4.31	£4.40	£4.49	£4.58
Weekly increase (Band C property)		£0.08	£0.08	£0.08	£0.09	£0.09

## Committed Growth for 2020/21

## Appendix 2

		<i>Expected contribution / cost (-)</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<b><u>Committed Growth items:</u></b>				
<i>Environmental services</i>				
Commercial Waste	Fall in income from garden waste sack sales partially due to customers opting for the green bin service.	-57,420	-20,670	-36,750
Cemeteries	Fall in income based on current demand			-4,210
Memorial safety programme	Essential maintenance to graves	-20,000	-7,200	-12,800
<i>Technical Services</i>				
Increased energy costs	There has been an overall increase in energy costs following the reprocurement exercise. The new electricity contract is for the provision of green energy as part of the Councils climate change commitments.	16,000	2,500	-20,500
Increase building maintenance costs	Maintenance costs, particularly at Worthing, have been increasing over the past few years. In part this reflects the age of the facilities which require a higher level of day to day maintenance.		-25,000	-50,000
Increase in water bills	Water use at the Splash Pad is now being billed for by Southern Water.			-3,000
Loss in rental income from registrars	Registrar will move into the new community hub during 2020/21 and no longer pay rent for space in Portland House.			
<i>Revenues and Benefits</i>				
Service digital transformation	Revs & Bens E-forms annual licence cost - associated with the delivery of the service savings outlined in Appendix 3	-15,000	-6,000	-9,000

		<i>Expected contribution / cost (-)</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<i>Financial Services</i>				
Payroll Services	End of contract with SDLT for payroll services	-50,950	-20,380	-30,570
<i>Corporate initiatives</i>				
Increase in capital programme	Additional funding required for high priority schemes due to be considered as part of the capital budget report. - Additional schemes identified for 2020/21		-19,600	-27,500
Pension costs	Payments made to the pension fund relating to staff who retired early.		-39,000	-13,000
<i>Planning and Development Management</i>				
Shoreham Harbour Planning Officer	The external revenue funding for the Shoreham Harbour Team (one full time and one part time staff member) runs out at the end of 2019/20 but the work of the team continues despite the adoption of the Joint Area Action Plan (JAAP). The co-ordination of regeneration work across Adur and Brighton to meet the JAAP aspirations including the development of the District Heat Network, Green Infrastructure Strategy and major transport improvements requires at least one full time post. There is insufficient capacity to take this work on within the existing teams.		-60,700	
Total Committed growth items identified by Heads of Service:		-127,370	-196,050	-207,330
Removal of contingency budget			70,000	80,000
Net committed growth identified			-126,050	-127,330



## Savings proposals for 2020/21

## Appendix 3

		<i>Expected contribution / cost</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<u>Affordable Housing Programme:</u> Delivering emergency, temporary and truly affordable housing to reduce placements costs				
Council owned supply	Acquisition and development of accommodation required to alleviate budget pressures in EA/TA - 151 Rowlands Road (20 units) - Downsview (9 units in 20/21 + 8 units 21/22) - Albion Street (use of converted houses)			33,300 72,500
Reduction in TA spend	Impact of opening doors and reduced need in Adur. Within Worthing, the benefit of Opening Doors has been offset by growth in housing numbers.		30,000 50,000	
Recommission supported housing programme	Cross-county working group re-commissioning supported housing programme to meet the challenge of reduced budgets from the County Council (tbc). (note: This will leave £200,000 in the supported housing impact budget)	1,000,000	300,000	700,000
Total delivered via Affordable Housing programme			380,000	805,800
<u>Commercial Property Investment Programme</u> Commercial property investment	Net of provision for voids		400,000	400,000
Adur Civic Centre - Phase 1	Full year effect of completion of the office block. Handed to new tenant on 23rd April 2019		55,000	

Total delivered via the commercial property investment programme		455,000	400,000
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**Savings proposals for 2020/21**

**Appendix 3**

		<i>Expected contribution / cost</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<u>Commercial income programme:</u>				
<i>Environmental Services</i>				
Waste commercial income project	Increase in green bin sales from increased uptake for 2020/21	48,370	17,410	30,960
Parks and foreshore	Additional income from fees and charges (including beach hut rentals). This represents a 5% uplift for Adur District Council and 4% for Worthing Borough Council.		8,840	20,010
Cemeteries	Additional income		27,280	
Crematorium	Increased income from cremations and memorialisation			129,930
	Less: Additional staff to meet increased demand in bereavement services	-11,390	-4,560	-6,830
<i>Housing</i>				
HMO Licencing Fees				20,000
<i>Economy</i>				
Seafront concessions	The Big Wheel - Three year contract			100,000
<i>Planning and Development</i>				
Planning	Additional development management fees	30,000	12,000	18,000
Building Control	Improve trading position towards break-even for defined activities.	85,000	50,000	35,000
<i>Customer Services and Digital</i>				
Increase income from car parking fees from increased usage			30,000	35,000



## Savings proposals for 2020/21

## Appendix 3

		<i>Expected contribution / cost</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<i>Financial Services</i>				
Loan to GBMet	£5m loan for 20 years to GBMet. Arrangement fee in the first year.			100,000
<i>Communications</i>				
Increased income	Report to JSC in November 2019 approved setting up a company to expand income generating opportunities for the service.	20,000	8,000	12,000
Total commercial income			148,970	494,070
<u>Service Redesign programme</u>				
Effortless programme	Customer Transformation Programme			
	Reduction in 1 FTE Business Support through efficiencies in Revenue and Benefits project - removal of vacant post	25,750	10,300	15,450
	Managed reduction in Customer Services hours	20,000	8,000	12,000
Revenues & Benefits Change Programme	Staffing reduction - removal of vacant posts	115,280	46,110	69,170
	Increase long-term empty premium from Council Tax*	10,800	3,100	7,600
	Remove 1-month unoccupied & unfurnished discount from Council Tax*	2,100	800	1,300
	* The proposed changes to Council Tax are currently being consulted on and will be subject to a decision of Council.			
Total for Service Redesign Programme			68,310	105,520

## Savings proposals for 2020/21

## Appendix 3

		<i>Expected contribution / cost</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<u>Corporate Initiatives</u>				
Inflation management	New approach to inflation management suggested by LGA Peer Review	89,000	40,000	153,000
<u>Communities Directorate:</u>				
Housing - New Burdens funding	One-off contribution to savings targets from unused grants	120,000		120,000
<i>Environmental Services</i>				
Closure of Brooklands Par 3	Deletion of 2 vacant posts			25,690
Parks self management initiatives for bowling clubs and allotment societies	Savings in salaries, materials, equipment	45,150	18,060	27,090
	Less: Loss of income		-8,270	-11,880
Reduction in use of Agency Staff		50,000	18,000	32,000
Environment service redesign programme - Phase 2	Review of service encompassing the vehicle workshop, cleansing and grounds maintenance	172,480	68,990	103,490
<i>Wellbeing Services</i>				
Head of Wellbeing	Salary saving - Reduction in hours (1 day a week)	23,000	9,200	13,800
Base Budget Review	Community Wellbeing services - deletion of unused budget provisions	10,110	4,040	6,070
	Review of vehicle costs			1,710
	Be Safe Be Well - deletion of unused budget			1,240
<i>Housing</i>				
Housing Act Advances	Deletion of unused budget			5,000
Head of Housing	Deletion of unused miscellaneous budgets	30,000	12,000	18,000

## Savings proposals for 2020/21

## Appendix 3

		<i>Expected contribution / cost</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<u>Economy Directorate</u>				
<i>Major projects</i>				
Sale / JV of Adur Civic Centre	Possible exchange in 2019/20 with completion in 2020 following planning process.		58,330	
<u>Digital and Resources Directorate</u>				
<i>Financial services</i>				
Deletion of vacant administration post				13,800
Gigabit external funding secured	2/3rds funding secured towards the scheme. Fully funded in 2020/21.		42,000	63,000
Council Tax Discount reviews	Removal of erroneous discounts. Joint exercise with Customer Services and the Revenues teams			40,000
Deletion of unused budgets		1,000	400	600
Deletion of levies budget	Now the responsibility of WSCC		12,640	
Pension budget review	Review of pension payments funded directly by the Councils		7,000	40,000
<i>Legal Services</i>				
Salary savings	Deletion of part vacant post	15,000	6,000	9,000
Computer cost savings	IKEN	7,500	3,000	4,500
<i>Human Resources</i>				
Human Resources printing	Printing budget not all required	1,150	460	690
<i>Technical Services</i>				
Technical Services redesign	Deletion of vacant post following service redesign	50,000	20,000	30,000
Porters Van	Use of a pool car rather than have a dedicated vehicle	1,840	740	1,100

## Savings proposals for 2020/21

## Appendix 3

		<i>Expected contribution / cost</i>		
		2020/21		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<i>Customer and Digital Services</i>				
ICT	Removal of ICT Out of Hours allowance	7,000	2,800	4,200
Base budget review	Savings in Digital Budget related to Census unwinding	40,000	16,000	24,000
Other corporate initiatives			331,390	726,100
Total savings identified			1,383,670	2,531,490

Project	Overall annual savings generated £	Adur District Council				Nature of expenditure
		Annual saving %	Annual saving £	Financial year	Amount of capital receipts used £	
Environmental Services Redesign - Phase 1	336,670	37.91	127,630	2018/19 Actual	44,630	Redundancy costs and pension strain
				2019/20	13,600	
				2020/21	13,600	
2020/21 savings proposals	371,000	40	148,500	2020/21	120,000	tbc
Total	707,670		276,130		191,830	

Project	Overall annual saving generated £	Worthing Borough Council				Nature of expenditure
		Annual saving %	Annual saving £	Financial year	Amount of capital receipts used £	
Environmental Services Redesign - Phase 1	336,670	62.09	209,040	2018/19 Actual	164,432	Redundancy costs and pension strain
				2019/20	22,300	
				2020/21	22,300	
2020/21 savings proposals	371,000	60	222,500	2020/21	180,000	tbc
Total	707,670		431,540		389,032	





ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
21 November 2019  
Agenda Item 8

Key Decision [No]

Ward(s) Affected:N/A

## Engaging Adur and Worthing - how we engage with our Communities

### Report by the Director for Digital & Resources

#### Executive Summary

##### 1. Purpose

- 1.1 Attached in the Appendix to this report is a copy of the report presented to the Joint Strategic Committee (JSC) on 7 November 2019 which proposes an updated approach to the way that the Councils engage with communities, partners and elected Members.
- 1.2 The Joint Overview and Scrutiny Committee (JOSC) undertook a review of Consultations in 2018 via a Working Group and considered that the Councils should improve consultation processes to ensure a consistent approach across all service areas to consultation delivery and made appropriate recommendations to JSC.
- 1.3 The JSC meeting on 7 November has now agreed that its report and the proposed updated approach to engagement should be referred to JOSC for their consideration within the public consultation timeframe that is being proposed.

## **2. Recommendations**

- 2.1 That JOSC consider the Draft Guide to engagement principles and the Toolkit attached in the appendix to the JSC report and refer any comments on the Guide and Toolkit to the Director for Communities who has been delegated authority to make any changes in consultation with the Leaders and the Executive Members for Customer Services.

## **3. Context**

- 3.1 In July 2018 a JOSC Working Group/JOSC reported to the JSC with its findings into a review of consultations. The detailed response from JSC was reported in November 2018 and the JSC agreed that the work of the JOSC review would feed into the ongoing work to develop a set of engagement principles as committed to in Platforms for our Places. JOSC subsequently agreed to add the matter to its Work Programme and review the engagement principles in due course when agreed by JSC.

## **4. Issues for consideration**

- 4.1 Officers have now reviewed the Councils approach to engagement and have developed 'Engaging Adur and Worthing: A Guide to Adur & Worthing Councils engagement principles and toolkit.
- 4.2 This Guide is designed to inform communities understanding and assist the Councils' staff, in how the Councils design, manage and conclude specific engagement activities including consultations. The Guide is split into two parts - one covering engagement principles and the other covering a toolkit to help Officers design, manage and conclude engagement activities.
- 4.3 The JSC has agreed that the draft Guide on the Councils' Engagement Principles and Toolkit should be placed on public consultation until December 2019 and as part of this consultation has agreed to refer this report to JOSC for consideration within the public consultation timeframe.

## **5. Engagement and Communication**

The JOSC Chairmen and Vice-Chairmen have been consulted on this report.

## 6. Financial Implications

There are no direct financial implications arising from this report.

## 7. Legal Implications

7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).

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

## Background Papers

- [JSC Response - JOSC Review of Consultations](#)  
(Joint Strategic Committee - 6 November 2018)
- [Scrutiny review of consultations](#)  
(Joint Overview and Scrutiny Committee - 26 July 2018)

### Officer Contact Details:-

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## **Sustainability & Risk Assessment**

### **1. Economic**

1.1 The Guide will assist the Councils engage with our partners and stakeholders in our business community, and assist in how we engage with our communities to improve their economic participation.

### **2. Social**

#### **2.1 Social Value**

2.1.1 The Guide will assist the Councils engage with our communities. The Guide highlights the importance to consider engaging with specific groups who may be affected by an engagement's objectives.

2.1.2 The Guide also states that one of the reasons we engage is to deepen our relationships with our communities.

#### **2.2 Equality Issues**

2.2.1 The Guide highlights the importance to consider engaging with specific groups who may be affected by an engagement's objectives.

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

2.3.1 Engaged communities can contribute to improved community safety outcomes.

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

2.4.1 Engagement can be an important means for our communities to engage their Human Rights, and ensure that their Human Rights are considered as part of Councils decision-making and other processes.

### **3. Environmental**

3.1 The Councils have recognised that engagement is a critical element to respond to issues to manage our natural environment and response to climate change.

### **4. Governance**

4.1 The Guide seeks to strengthen the Council approach to engaging with our communities, informing and strengthen decision making, deepening our relationship and reputation with our communities and fulfil our legal obligations.

## **APPENDIX**



# ADUR & WORTHING COUNCILS

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

## Engaging Adur and Worthing - how we engage with our Communities

### Report by the Director for Communities

#### Executive Summary

#### 1. Purpose

- 1.1. As Councils' we engage with our communities, partners and elected members on a regular and ongoing basis. We are committed to engage with our communities in a transparent and inclusive way, that is proportionate and relevant to the issue or opportunity before us.
- 1.2. This report provides an update on the Councils' efforts to further this area of our work including:
  - consideration of a draft Guide to the Councils' engagement principles and toolkit, and
  - provide examples of some of the Councils' recent engagement activities.

#### 2. Recommendations

- 2.1 Note the Councils' ongoing successes in engaging with our communities.
- 2.2 Agree for the draft Guide on the Councils' Engagement Principles and Toolkit (Attachment A) to be placed on public consultation until December 2019.
- 2.4 Following consultation, agree to delegate the authority to make any necessary amendments and produce the final Guide on the Councils' Engagement Principles and Toolkit to the Director for Communities in consultation with the Leaders and Executive Members for Customer Service.

2.3 Agree to refer this report to the Joint Overview and Scrutiny Committee for their consideration within the public consultation timeframe.

### 3. Context

- 3.1. As Councils we engage with our communities, partners and elected members on a regular and ongoing basis. Engagement is an important element that supports the Councils' decision-making, deepens our relationship with our communities and our partners, and helps us to meet our legal obligations.
- 3.2. The Councils' ability to effectively engage with our communities and our partners has been critical in realising our ambitions set out in *Platforms for our Places*. A specific commitment (2.4.1) was made to: *'agree to core principles of engagement and community involvement in design and delivery of the Councils work'*.
- 3.3. The Joint Strategic Strategic Committee responded to the Joint Overview and Scrutiny Committees (JOSC) review of consultations (July 2018), which has prompted further work on the Councils' approach to consultations and engagement.
- 3.4. It should be noted that JOSC's conclusion was on their review of the Councils' approach to consultations was:  
*[we are] generally pleased with the way that the Councils undertake consultations and that some Service areas use innovative techniques and provide above average levels of consultation which in turn generate good response rates.* However, the Working Group believes that improvements should be made to the Councils' consultation processes to ensure a consistent approach across all Service areas to consultation delivery.

### 4. Issues for consideration

#### *Guide to Adur & Worthing Councils engagement principles and toolkit*

- 4.1. In response to this background officers have reviewed the Councils' approach to engagement and how we can support colleagues undertaking engagement activities on behalf of the Councils, and update and replace the Councils' Consultation and Policy Statement, with a set of guiding Principles.

- 4.2. This work has resulted in *Engaging Adur and Worthing: A Guide to Adur & Worthing Councils engagement principles and toolkit (Attachment A)*.
- 4.3. This Guide is designed to inform our communities understanding, and assist the Councils' staff, in how the Councils design, manage and conclude specific engagement activities. This is presented in two parts:
- Part One - Our Engagement Principles  
Outlines the Councils' definition of engagement, how we engage and our core principles for engagement.  
  
Our core engagement principles are that our engagement will be: **Transparent, Inclusive and Relevant.**
  - Part Two - Our Engagement Toolkit  
The toolkit is a starting point to help the Councils' officers to design, manage and conclude engagement activities. It provides models, poses questions, and tips for good practice. This toolkit will be supported by the resources available via the staff intranet and cross team opportunities to share best practice and learning.  
  
The toolkit identifies three core questions when framing an engagement process or activity:
    - a. What are your objectives?
    - b. Who are your communities of interest?
    - c. How is the best way to reach them and meet your objectives?
- 4.4. Throughout the Guide there is a recognition that there is no one or preferred method of engagement. How we engage with our communities will depend upon the nature of the issue or opportunity, as well as the communities we wish to engage with. Instead, there are a range of considerations that underpin the design, management and conclusion of engagement activities.

#### *Engaging with our communities*

- 4.5. Whilst these Principles and Toolkit will provide a foundation for our future engagement work, it should be noted that the Councils have and do regularly undertake a variety of engagement activities with our residents and communities.

#### Keeping our Communities Informed - the Councils' Communications Channels

- 4.6. Our communications platforms represent critical channels to engage with our communities. The increased views and engagement with our social media posts reflects our communities are increasing informed about what the Council is doing. Over the past year there has been:
- a 94 per cent increase in visits to our facebook page, and
  - a 60 per cent increase in engagement across our social media platforms.

#### Preparing for Service Change - Alternate Weekly Collections

- 4.7. Our communications team have provided dedicated and ongoing support to the project to introduce Alternate Weekly Collections across Adur and Worthing, advising the project team on all matters relating to providing good quality and timely information to our residents regarding the nature of the changes and what, how and where people can recycle, using a variety of tools:
- Regular social media posts, including specifically produced videos
  - Engagement through traditional media using press releases and advertising
  - Developing dedicated resources on the Councils' website
  - information leaflets delivered door-to-door over June, July and August
  - Waste team roadshows.
- 4.8. Over the course of the campaign (May-October) our posts over Twitter and Facebook were seen over 300,000 times.

<https://www.adur-worthing.gov.uk/news/archive/pr19-131.html>

- 4.9. Another means of engaging our community about the Alternative Weekly Collections has been through involving residents in waste audits. Residents requesting larger bins in the lead up to the change in service have been offered a waste audit. Residents participate in going through their waste to identify ways to reduce waste and waste that can be recycled. This is supplemented with information from our waste teams so they have information to reinforce what they have learnt during the audit. The waste audit have also been used as case studies to communicate to our wider communities.

#### Evolving engagement - Brooklands Park Masterplan



- 4.10. Our most recent engagement activities associated with Brooklands Park was started with our communities engaging with the Worthing Borough Council. It reflects how ongoing engagement can evolve overtime. A petition calling for an improvement to Brooklands lake, which resulted in the Council taking action.
- 4.11. Following the dredging of Brooklands lake, members of Worthing Borough Council determined that there was an opportunity to develop the park and develop this significant asset.
- 4.12. Over a period of several months, a range of engagement activities took place in schools, with community groups, with the Friends Of group and with the general public both face to face and online. Our post on the across the Councils' social media platforms were viewed over 40,000 times, with the interactive map on our website accessed 2,400. Overall 800 responses were received to the initial engagement work, which led to the development of the concept MasterPlan.
- 4.13. This project continues and further engagement with the public, informing them about the latest iteration of this Master Plan, took place at Brooklands Park Halloween event in October 2019. There will also be ongoing involvement of the Friends Of group to strengthen their role in community engagement and development and Brooklands.

<https://www.adur-worthing.gov.uk/brooklands-park-masterplan/>

#### Engaging Strategic Partners - Homelessness is everyone's business

- 4.14. Throughout 2017 and 2018 our Housing Teams worked tirelessly to develop a truly multi-agency, shared approach to preventing homelessness.
- 4.15. The Making Homelessness Everybody's Business project started with a research element that spent time listening to those who had lived experience of homelessness, workers on the front line, providers of external services and colleagues from other statutory agencies.
- 4.16. This approach to research is intensive and not feasible or necessary for all of the work that we do. However this provided the teams with rich and relevant data on which to develop our approaches to tackling this wicked issue, and redesign the way in which we work internally, with partners and most critically, with our communities

<http://sameroom.adur-worthing.gov.uk/homelessness-is-everyones-business/>

## 5. Engagement and Communication

- 5.1. The Guide and identification of resources to support the toolkit have been informed by existing policies and practices within the public and community and voluntary sector, the issues raised by JOSC, and internal engagement with our staff.
- 5.2. Of the five recommendations made by as a result of JOSC's review of consultations the Joint Strategic Committee agreed to one, agreed-in-principle to two and did not agree with two others. The Guide and the wider approach of online resources and establishing a virtual and physical community of interest seek to address the Committee's response outlined in its November 2018 report.
- 5.3. Further internal consultation is underway with staff providing them an opportunity to:
  - provide comments, feedback and suggest edits,
  - Share views on what good engagement looks like,
  - Seek feedback on what information or support will help officers to run an engagement activity, and
  - Share experience and learnings from recent engagement with our communities.

### *External Consultation*

- 5.5 The Committee is asked to agree to external consultation on the Guide until December 2019. The Objective of this consultation will be to:
  - inform our communities and partners about how the Councils design, manage and conclude specifically designed engagement activities.
  - seek comments, feedback and suggests about the Guide, and
  - seek further views on what good engagement looks like.
- 5.6 The information gathered as part of the consultation will help to:
  - refine the Engagement Guide, and
  - Inform any additional support required for those undertaking engagement activities.
- 5.7 We will use the Councils website and social media platforms to promote the engagement, and make contact with strategic partners to encourage participation.

- 5.8 The Committee is also asked to agree to refer this report and the Guide to JOSC for their consideration within the consultation's timeframes, given their existing interest in this matter and it is currently listed on their work programme.

## 6. Financial Implications

- 6.1 There are no direct financial implications arising from the draft engagement guide. The cost of consultations and engagements are funded from individual service budgets.

## 7. Legal Implications

- 7.1. The Toolkit encourages consultation with legal services as early as possible to identify any legal issues and the statutory power or duty that the Councils will use to carry out the proposal.
- 7.2. The Councils are required to carry out statutory consultation in relation to certain matters. The correct statutory process must be followed in these cases.
- 7.3. There may also be other occasions when consultation is required such as where the Councils have made a commitment to consult and there is a legitimate expectation of consultation.
- 7.4. Adopting an updated consultation guide and toolkit will assist officers in carrying out meaningful and informed consultation.

### Background Papers

- [JSC Response - JOSC Review of Consultations](#)  
(Joint Strategic Committee - 6 November 2018)
- [Scrutiny review of consultations](#)  
(Joint Overview and Scrutiny Committee - 26 July 2018)
- [Platforms for Our Places](#)
- [Adur & Worthing Councils' Consultation Policy Statement](#)

### Officer Contact Details:

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## **Sustainability & Risk Assessment**

### **1. Economic**

1.1 The Guide will assist the Councils engage with our partners and stakeholders in our business community, and assist in how we engage with our communities to improve their economic participation.

### **2. Social**

#### **2.1 Social Value**

2.1.1 The Guide will assist the Councils engage with our communities. The Guide specific highlights the importance to consider engaging with specific groups who may be affected by an engagement's objectives.

2.1.2 The Guide also states that one of the reasons we engage is to deepen our relationships with our communities.

#### **2.2 Equality Issues**

2.2.1 The Guide specific highlights the importance to consider engaging with specific groups who may be affected by an engagement's objectives.

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

2.3.1 Engaged communities can contribute to improved community safety outcomes.

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

2.4.1 Engagement can be an important means for our communities to engage their Human Rights, and ensure that their Human Rights are considered as part of Councils decision-making and other processes.

### **3. Environmental**

3.1 The Councils have recognised that engagement is a critical element to respond to issues to manage our natural environment and response to climate change.

### **4. Governance**

4.1 This Guide seeks to strengthen the Council approach to engaging with our communities, informing and strengthen decision making, deepening our relationship and reputation with our communities and fulfil our legal obligations.

# Engaging Adur and Worthing

*A Guide to Adur & Worthing Councils engagement principles and toolkit*



## Purpose of this Guide

As Councils' we engage with our communities, partners and elected members on a regular and ongoing basis. We are committed to engage with our communities in a transparent and inclusive way, that is proportion and relevant to the issue or opportunity before us.

This Guide is designed to inform our communities understanding, and assist the Councils' Staff in how the Councils design, manage and conclude specifically designed engagement activities. This is done in two parts:

### **Part One - Our Engagement Principles**

Outlines the Councils definition of engagement, how we engage and our core principles to engagement.

### **Part Two - Our Engagement Toolkit**

Acts as a starting point to help the Councils' Officers to design, manage and conclude engagement activities by providing models, posing questions, and tips for good practice. This toolkit is supported by the resources available via the staff intranet and opportunities to share best practice and learning.

Throughout the Guide there is a recognition that due to the issue, communities of interest involved and other factors and contexts there is no single approach to engagement. Instead there is a range of considerations that go into designing, managing and concluding engagement activities.

If you would like more information about this guide and Councils engagement activities, please have a look at the Councils' engagement webpage or email: [policy@adur-worthing.gov.uk](mailto:policy@adur-worthing.gov.uk)



# Part One: Our Engagement Principles

## What is Engagement?

We define engaged engagement as:

*a planned activity with the specific purpose of working across organisations, partners and communities to help shape the decisions or actions of the community, partners or organisation about an issue or opportunity.*

Engagement can include internal engagement with our staff, or involve our communities based on a specific location or interests. Engagement activities can have a specific focus, or be part of an ongoing pieces of work. Engagement activities may also vary over time or as the context changes.

## Why we engage

We have seen how local government engages with our communities evolve from our ongoing legal obligations to recognising the broader benefits of engaging with our communities.

### Supporting decision-making

Engagement helps us and our communities to understand an issue from a variety of perspectives. This supports better information exchange, understanding and decision making within the Councils and across our communities.

### Deepening relationships

We recognise our communities want to have a dialogue with us and have opportunities to engage on relevant issues. Engagement also enables the Councils and our communities to create a deeper understanding from a variety of perspectives and develop mutually respectful relationships.

### Meeting our legal obligations

We have an ongoing requirement to consult with our communities on changes to specific policies set established by legislation or case law.

## Why we don't engage (in a particular way)

There may be times it may not be appropriate to engage in a particular way. This can be due to internal or external constraints which exist around the issue. These constraints may relate to time or resources available, who has the decision-making responsibility or provisions set out in legislation. We also need to consider the needs of our communities or specific groups in our communities, including managing engagement fatigue. We may also have access to other sources of information, which means a particular engagement activity is not suitable or needed.

## Our core engagement principles

### Transparent

We will be clear about why we are engaging with our communities, what influence they have in the process and keep them informed about the engagement process and its outcomes.

### Inclusive

Our engagement activities will be designed with the needs of the relevant communities of interest in mind. We will make an effort to identify and access the wide range of perspectives that may exist within in our communities or specific communities of interest, and provide enough time for them to be engaged on the issue or opportunity.

### Relevant

Our engagement activities will reflect the impact and the interest in the issue or opportunities within our communities, and the level of influence our communities have on the issue. How we engage will be determined by what we are trying to achieve, the range and level of interest and the best way to reach those interested, and within the Councils' available resources.

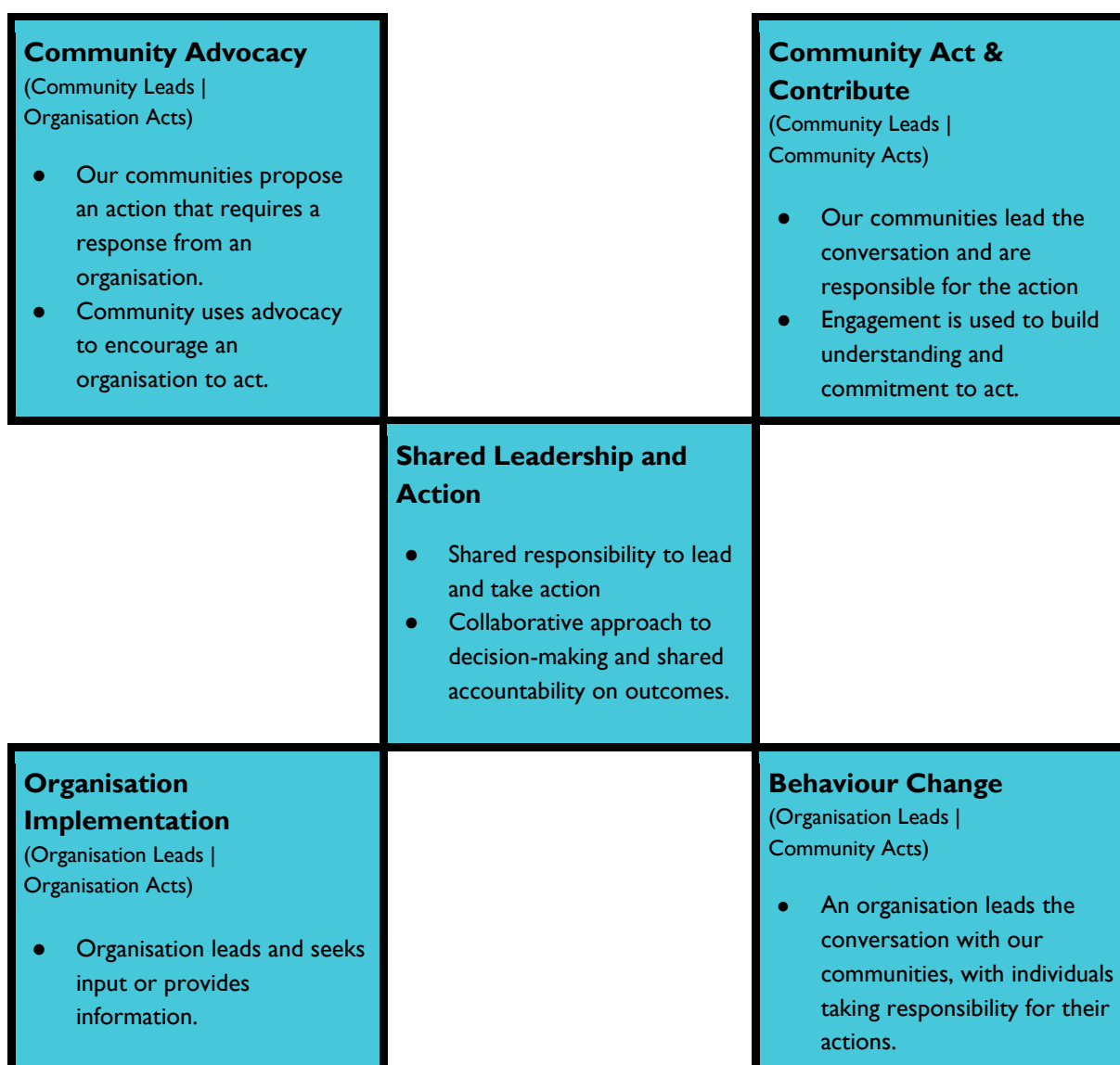
# Part Two: Our Engagement Toolkit

## Models of Engagement

The models of engagement can help us to understand who is responsible for defining and leading an engagement activity and who will act as a result of an engagement activity. Over the course of an engagement activity you may seek to move from one model to another.

Models of engagement help us get the best out of any activity by starting to identify:

- who we involve and the impact they will have,
- how we engage - what methods we may use to achieve your engagement objectives, and
- what resources and roles are required.



- Engagement is used to inform and gain some input to shape an issue
- Final decision and delivery sits with the organisation.

## Types of Engagement

Engagement ranges from sharing information, through consulting on peoples' views, to involving, collaborating and empowering people directly in a process.

No type of engagement is better than another. The type of engagement used will depend upon the nature of the issue being considered and the level of influence our those being engaged have in the final decision.

Each type of engagement will also inform the methods and tools to support an engagement activity and achieves your objectives. You may also use different types of engagement over the course of an engagement activity.

	Inform	Consult	Involve	Collaborate	Empower
Engagement Goals	Providing balanced and objective information to assist our communities of interest to understand the issue, alternatives, opportunities and/or solutions.	Obtaining feedback on analysis, alternatives and/or decisions.	Working directly with relevant communities of interest throughout a process to enable their concerns and aspirations to be heard, understood and considered.	Partnering with those being engaged with in each aspect of the decision including the development of alternatives and identify identification of preferred solutions.	To place the final decision in the hands of those we are engaging with.
Promise to those being	We will keep you informed	We will keep you	We will work with	We will work	We will implement

<b>engaged</b>		informed, listen and acknowledge concerns and aspirations, and provide feedback on how your input influenced the decision.	you to ensure that your concerns and aspirations are directly reflected in alternative being developed and provide feedback.	together to formulate solutions and incorporate your advice and recommendations into the final decision as much as possible.	your decision.
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## Framing your engagement activities

### Core Questions

There are three core questions when framing an engagement process:

1. What are your objectives?
2. Who are your communities of interest?
3. How is the best way to reach them and meet your objectives?

### Communities of Interest

Across our communities people can define themselves by their interests, identity, experience as well as where they live - some examples are:

- People who often identify themselves or are identified by society, by demographic characteristics, for example, children and young people, faith groups, older people, black and minority ethnic people, lesbian, gay, bisexual and transgender people or people with a shared social background.
- People with a shared or similar interest, for example, in climate change, art, a local school or allotment.
- People with a similar or the same profession or place of work, for example, hoteliers, council workers, police officers, business associations

## Deeper questions

### Your objectives

- Is it clear why you are engaging and what you are trying to achieve?
- What is the real level of influence can your communities of interest have on this issue?
- What resources do you have available to undertake the engagement (time, staff, technology, finances, networks)?
- What is the role of elected members before, during and after the engagement process - how will they be kept informed or involved?
- What does success look like? How are you going to capture learning from this engagement process?

### Your communities of interest

- Who are the communities of interest on this issue?
- What are the best ways to engage with your communities of interest?
- What information do your communities of interest need to be engaged?
- What questions can be possessed in order that your engagement is meaningful to you and those your communities of interest?
- Is there value in targeting specific groups or individuals, compared to seeking the views of the whole community?

### How you engage

- What are the best ways to reach communities of interest and meet your objectives?
- Who (and how) can actively support your engagement process internally or externally to the Councils? Are they potential partners in your engagement activity?
- Are there other issues which may impact on your engagement?
- How and when are you going to communicate progress and/or feedback?

## Role of elected members

Elected members have an important role in our engagement activities. As representatives of our communities they can:

- advise officers on particular communities of interests or sensitivities the Councils may need to consider when planning an engagement process,
- help to promote engagement activities to their constituents, as well be engaged in the process themselves, and
- use the outcomes from engagement to be kept informed of our communities views on issues and provide an important input into the decision making process.

Engagement outcomes are one of many of the important inputs that an elected member will consider as part of a decision making processes. This includes service, financial and legal considerations, policy and political objectives, and weight up the range of views expressed through engagement activities, the media and their own work as representative. Elected members use their democratic mandate to make decisions on behalf of the community based on these range of inputs.

## Managing your engagement process

### *Good practice to your engagement*

Each engagement process is different and you need to manage it in response to the issue, context and resources available. However there is general good practice that you may consider.

### Be clear about the scope of the engagement

You should be clear about why you are engaging, what you want to achieve, who you are seeking to engage with, how they can engage, what they can and cannot be influenced, how you will use the information gathered, and what are the benefits being involved.

### Use existing evidence and insights

No engagement activity starts from nowhere, use available research, knowledge and community intelligence to help plan and provide context to those who you are engaging.

### Timing

Allow sufficient time to design, carry out your engagement activities and incorporate the outcomes into policy, plans or service design.

The duration of engagement activity will depend on the context, issues and resources, but a general rule of thumb is between six and eight weeks. Holidays in August and Christmas and the Purdah period prior to elections in May should be avoided or compensated for.

The Councils' engagement webpage and the Councils' engagement community of practice should also be referred to identify other planned engagement activities, to avoid engagement fatigue and reducing the willingness of our communities, or communities of interest, to engage with the issue.

## Honest and clear communications

Communications should be open, honest and clear. They should be jargon free and relevant to the intended audience. A range of communications channels and opportunities can be used to tell and keep people informed about an engagement activity.

You should also include a contact if people want to find out more or seek clarification.

The Councils' Communications team will be able to help about using communications channels: [news@adur-worthing.gov.uk](mailto:news@adur-worthing.gov.uk)

## Tapping into expertise

We have a range of expertise across the Councils and in our communities who assist in accessing specific communities of interest and provide specific insights. Where possible and appropriate these should be accessed. For example:

- Place and Economy - Business Sector
- Wellbeing - Community and Voluntary Sector
- Human Resources - Engagement Training and Staff
- Legal Service - to identify any legal issues and the statutory power or duty that the Councils will use to carry out the proposal.

## Beyond the usual suspect

Consideration should be given to how you access a variety of views beyond those who regularly participate in the Councils' engagement activities.

Depending on the scope of the engagement consideration should be given about how you access individuals and groups who are often not heard from due to access to engagement and communications channels or other reasons (physical, economic, social or cultural).

External partners may help you or provide advice about accessing these groups.



## Concluding your engagement process

### Analysis

At the conclusion of your engagement activities (or appropriate milestones) you will have to take your raw data and intelligence to develop your understanding of what the response to your engagement activity has been. This may range from the numbers and demographics who engaged to an analysis of the main points raised and recommended courses of action.

This analysis may also help in your reporting, feedback and evaluation. Your analysis should be considered in the context of other information you have available when preparing final recommendations and taking further actions on the issue or opportunity being engaged on.

### Reporting

Decision-makers are formally told about the planning for and outcomes from engagement activities through the Councils reports.

In the *Engagement and Communication* section of a report you should outline:

- What internal and/or external engagement activities have been planned or occurred?
- Include the main points raised through the engagement process and how these points have?
- How engagement outcomes and decisions have been or will be communicated?

You may wish to attach a more detailed engagement report outlining the engagement activities and outcomes in more detail.

### Feedback

It is important you conclude an engagement activity by providing feedback to those who participated. In providing feedback you should consider:

- the messages are clear and understandable,
- using a 'you said, we did' approach, outlining a clear reasoning on how the feedback was considered and used, and how decisions were reached.
- what are the next steps and are there opportunities for further involvement.

### Evaluation

Establishing how an engagement activity went can let you and colleagues know what went well and what you would do differently next time.

This can be done by reflecting within your team and/or getting feedback from those who participated in the engagement activity.

There will be opportunities within the Councils to share what you have learned. You may also want to include this in your reporting (if relevant to the decision-making) and as part of your engagement feedback.

## **Additional Support and Resources**

This toolkit is supported by the resources available via the staff intranet and opportunities to share best practice and learning through an engagement community of interest. Our engagement community of interest will also assist the management of engagement fatigue.

For more information please email: [policy@adur-worthing.gov.uk](mailto:policy@adur-worthing.gov.uk)



ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
21 November 2019  
Agenda Item 9

Key Decision [No]

Ward(s) Affected:N/A

## **Review of the effectiveness of the Overview and Scrutiny Committees**

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

#### **Executive Summary**

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

1.1 This report sets out the findings from the Joint Overview and Scrutiny Committee (JOSC) Working Group which was created as part of the JOSC Work Programme to review the effectiveness of Overview and Scrutiny Committees.

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

2.1 That JOSC consider the report and recommendations from the Effectiveness of Overview and Scrutiny Committees Working Group and refer the recommendations to the Adur and Worthing Joint Governance Committee and Councils for consideration in due course as appropriate.

### **3. Context**

- 3.1 As part of its Work Programme for 2018 the JOSC agreed to set up a Working Group to review the effectiveness of the Overview and Scrutiny process to see if there were any areas in need of improvement.
- 3.2 The Working Group has reviewed the findings from the former House of Commons Communities and Local Government Select Committee (Now Housing, Communities and Local Government Select Committee) which reported to Parliament in December 2017 on the effectiveness of Local Authority Overview and Scrutiny Committees. The Working Group has also subsequently reviewed the revised Statutory Guidance published by the Ministry of Housing, Communities & Local Government (MHCLG) in May 2019 following on from the Select Committee report. Details of the Select Committee report and Statutory Guidance are set out in the Working Group report at the appendix to this report.
- 3.3 The Working Group has identified some recommendations which it considers can help improve the effectiveness of the Overview and Scrutiny process in Adur and Worthing.

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

- 4.1 JOSC is asked to consider the report and recommendations from the effectiveness of Overview and Scrutiny Committees Working Group, set out as the appendix to this report and refer those recommendations as appropriate to the Joint Governance Committee and the Councils for consideration in due course.

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

- 5.1 The JOSC Chairmen and Vice-Chairmen have been consulted on this report.

### **6. Financial Implications**

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

### **7. Legal Implications**

- 7.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything to facilitate or which is conducive or incidental to the

discharge of any of their functions.

- 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).

## **Background Papers**

Relevant papers as referenced in the Working Group report

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

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Scrutiny and Risk Officer

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## **Sustainability & Risk Assessment**

### **1. Economic**

Matter considered and no direct issues identified.

### **2. Social**

#### **2.1 Social Value**

Matter considered and no direct issues identified.

#### **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. Recommendations from the JOSC Working Group will involve changes to the Constitutions and JOSC Procedure Rules if they are Implemented.

## APPENDIX



ADUR & WORTHING  
COUNCILS

### **Scrutiny review of the effectiveness of Overview and Scrutiny Committees**

#### **Report by the Joint Overview and Scrutiny Working Group**

#### **1.0 Summary**

1.1 This report sets out the findings and recommendations from the Joint Overview and Scrutiny Working Group which was established as part of the Joint Overview and Scrutiny Committee (JOSC) Work Programme in 2018 to review the findings from the former House of Commons Communities and Local Government Select Committee (Now Housing, Communities and Local Government Select Committee) which reported to Parliament in December 2017 on the effectiveness of Local Authority Overview and Scrutiny Committees. This Working Group has also subsequently reviewed the revised Statutory Guidance published by the Ministry of Housing, Communities & Local Government (MHCLG) in May 2019 following on from the Select Committee report. The full report from the Select Committee is available here:-

[Effectiveness of Overview and Scrutiny](#)

1.2 The Working Group has been tasked to consider if there is a need for any new approaches/changes to be made to the Overview and Scrutiny procedures operated by the Councils to reflect the findings from the Select Committee inquiry and new Statutory Guidance and also to take the opportunity to assess if there is a need for any general additional changes to be made to the way that overview and scrutiny operates in Adur and Worthing.

## 2.0 Background and Context

### House of Commons Communities and Local Government Select Committee review - Background

2.1 Overview and Scrutiny Committees were introduced by the Local Government Act 2000 and were tasked with acting as a check and balance mechanism to the increased centralised power of the Executives.

2.2 As part of its review, the House of Commons Select Committee undertook the first national assessment of Overview and Scrutiny in many years to consider how Scrutiny Committees operate. The report from the Select Committee looked at why scrutiny is important and the role it should play in Local Authorities. The terms of reference for the Select Committee were to review:-

- The ability of the Scrutiny function to hold decision makers to account;
- The impact of party politics on scrutiny; and
- Resources for the scrutiny function

2.3 The Select Committee found evidence that the scrutiny function is treated in many authorities as peripheral rather than an integral part of the Council's work. The report endorses the Centre for Public Scrutiny four principles of good scrutiny which are:-

- To provide a constructive 'critical friend' challenge;
- To amplify the voices and concerns of the public;
- To be led by independent people who take responsibility for their role; and
- To drive improvement in public services.

2.4 The Government responded to the Select Committee report [here](#) and made a commitment that it would produce revised Statutory Overview and Scrutiny Guidance for Local Authorities to enable some of the recommendations from the Select Committee to be implemented by Local Authorities but indicated that it believed that Councils were best placed to shape scrutiny arrangements to suit local needs.

2.5 The revised Statutory Guidance was finally published by MCHLG in May 2019 and details can be viewed [here](#)

## 3.0 Background and Methods to the JOSC Review

3.1 In 2018, as part of the JOSC Work Programme, JOSC agreed to set up a Working Group to review the findings from the Select Committee. Councillors Kevin Boram, Joss Loader, Bob Smytherman and Steven Waight were initially appointed to the Working Group. The Working Group met in March, August and September 2018 to consider information and formulate its recommendations. Councillor Joss Loader was appointed as Chairman of



the Working Group.

3.2 The Working Group discussed and agreed the following Terms of Reference and project objectives for the review:-

(a) To review the findings from the Communities and Local Government Select Committee report into the effectiveness of Local Authority Overview and Scrutiny Committees ; and

(b) To consider if there is a need for any new approaches/changes to Overview and Scrutiny to be introduced in Adur and Worthing to reflect any of the findings in the Select Committee report and if so to recommend the changes to the Joint Governance Committee, Joint Strategic Committee and Councils as appropriate.

3.3 The original Working Group considered the issues prior to the release of the revised Statutory Guidance and delayed on reporting findings to JOSC pending the release of the revised Guidance which, at the time, was expected during the Autumn 2018. Due to the delays by the Government in publishing this Guidance it was necessary for JOSC to review the membership of the Working Group during this period. Councillor Waight, who was no longer a member of JOSC, was replaced by Councillor Carl Walker.

3.4 This report now provides the detail of the discussions and findings from the Working Group, taking into consideration the revised Statutory Guidance issued and some recommendations which the Working Group considers will help enhance the effectiveness of the Overview and Scrutiny process if they are implemented. The Working Group considers that these can be implemented via amendments to the Constitutions of the Councils and changes to the JOSC Procedure Rules.

3.5 The Working Group previously met on 13 March, 2 August and 5 September 2018 and received an assessment of the practicalities of introducing any of the proposals put forward by the Select Committee in its report. The Working Group also met on 1 August 2019 and received an overview and analysis of the revised Statutory Guidance relating to overview and scrutiny and how Adur and Worthing currently measures up against the recommended good Practice and Statutory Guidance. A copy of the overview and analysis report provided to the Working Group is set out in Appendix A to this report.

#### **4.0 Findings and Proposals**

4.1 The Councils already have JOSC Procedure Rules which are included as part of the Constitution [here](#) and these were last revised in 2017 as part of a review undertaken by JOSC into ways of working. The way Overview and Scrutiny Committees operate is down to local discretion. The Working Group has discovered that the previous discussions on the Select Committee report and the new revised Statutory Guidance provides the Councils with an

opportunity to review the Scrutiny procedures and make changes as appropriate if considered necessary. Some of the changes recommended by this Working Group will require changes to the Procedure Rules which will require approval of both Councils.

#### 4.2 **Revised Statutory Overview and Scrutiny Guidance**

4.3 The Working Group has been briefed on the revised Statutory Guidance and this identifies ways in which Local Authorities can improve the scrutiny function. The Statutory Guidance restates the four principles of effective overview and scrutiny which should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

4.4 The Guidance is comprehensive and includes chapters on the following:-

- Culture
- Resourcing
- Selecting Committee Members
- Power to access information
- Planning work;and
- Evidence sessions

4.5 Local Authorities 'must have regard' to the revised Statutory Guidance when exercising their Scrutiny functions. 'Must have regard' in this context does not mean that the sections of the Guidance have to be followed in every detail but that they should be followed unless there is a good reason not in a particular case.

4.6 The key messages in the Guidance are summarised below:-

4.6.1 **Culture** - The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.

4.6.2 **Resourcing** - The resourcing that an authority allocates to the Scrutiny function will play a pivotal role in determining how successful that function is and, therefore, the value it can add to the work of the Authority.

4.6.3 **Selection of Committee Members** - The right people have to be selected to be on Committees and to hold the position of the Chairman. The Guidance gives the sense of the personal attributes that people in these positions will require. It recognises the political element of the selection of Chairmen and suggests that Local Authorities should consider taking a vote by Secret Ballot, although ultimately the method for selecting Chairmen is a matter for each Local Authority to decide.

- 4.6.4 **Power to access information** - A Scrutiny Committee needs access to relevant information the Authority holds and to receive it in good time if it is to do its job effectively. This Section of the Guidance emphasises the rights that Councillors have to access information and states that Councillors should have regular access to key sources of information which, collectively, will give them a sense of the management of the authority, with a particular focus on performance, finance and risk.
- 4.6.5 **Planning work** - Effective scrutiny should have a defined impact on the ground with the Scrutiny Committee making recommendations that will make a tangible difference to the work of the Authority. To have this kind of impact, Overview and Scrutiny Committees need to plan their work programme with arrangements in place for a co-ordinated approach.
- 4.6.6 **Evidence sessions** - Good preparation is a vital part of conducting effective evidence sessions. The role of the Chairman in managing the gathering of evidence is seen as especially important - as is the work of Councillors in pulling together focused and achievable recommendations.
- 4.7 As part of the original review process, the Working Group also sought the views of other Councillors to check on the effectiveness of the Overview and Scrutiny process. Two Councillors responded and the following additional suggestions were received:-
- In order to maximise the potential of scrutiny, could there be two Scrutiny Committees - one to concentrate on the internal workings of the Councils and one to review external matters of interest and maximise the potential of scrutiny to review what other agencies have undertaken.
  - There should be independent, effective training for scrutiny members. There should be a proper identified budget for this training, using organisations such as INLOGOV (Birmingham University). There should be visits to other Authorities that are "best practice" examples.
  - Can officer allocation be considered? If the scrutiny workload is considerable, officer time should reflect this (suggest may need two rather than one officer)
  - Agree that scrutiny should be given considerable weight by the Council. To this end, can scrutiny present a report of key issues, decisions and recommendations to Full Council.
  - Supportive of blind election of Chairman. Ideally, supportive of it being a member of the opposition.
  - I think that JOSCS sometimes gets involved in things that are not the responsibility of the councils. For example, re-visiting the court case when Southern Water were fined for direct discharges into the sea, or

the Southern Rail dispute. My belief is that they should concentrate entirely on the responsibilities and service delivery of Adur and Worthing Councils.

## 5.0 Conclusions

5.1 Having considered all of the issues, reviewed the current JOSC Procedure Rules and the new Statutory Guidance set against the current Scrutiny arrangements in Adur and Worthing, the Working Group would like to make some recommendations which it considers will make a difference to the effectiveness of Overview and Scrutiny at Adur and Worthing Councils.

These recommendations cover the following areas:-

- Ensuring early and regular engagement between the executive and scrutiny
- Managing disagreement and working with the Executives
- Power to access information
- Communicating Scrutiny's role
- Appointment of JOSC Chairmen
- Scrutiny of decisions before they are presented to the Executives
- Forward Plan of key decisions to be considered by JOSC.

5.2 **Ensuring early and regular engagement between the Executives and Scrutiny** - The Guidance states that Local Authorities should ensure that there should be early and regular discussion between Scrutiny and the Executives and that there should be discussion on Scrutiny's future Work Programme. The Working Group agrees with the Guidance and considers that some extra engagement is required with the Executives on the future Work Programme for JOSC.

**Reason** - To improve discussions about the JOSC Work Programme.

5.3 **Managing disagreement** - The Guidance also suggests that the Executives and Scrutiny need to work together to avoid the risk that the Executives will disagree with the findings or recommendations from Scrutiny. The Working Group supports the suggestion in the Guidance that an 'Executive/Scrutiny protocol could be developed.

**Reason** - To define and guide the relationship between the Executive/Scrutiny and Officers and mitigate any differences of opinion.

5.4 **Communicating Scrutiny's role to the public** - The Statutory Guidance suggests that Local Authorities should ensure Scrutiny has a profile in the

wider community and that consideration should be given to how and when to engage with the communications officers and other channels. The Working Group accepts that there are arrangements in place for JOSC to communicate proactively but considers that as part of the Communications Strategy as defined in the Procedure Rules (19.0 and 19.1) that the JOSC or JOSC Working Group should ensure that the communications required are fully defined at the outset and that communication is undertaken earlier in the process

**Reason** - To improve communication to the public;

- 5.5 **Selecting Committee Members (Selecting Chairmen)** - The Statutory Guidance suggests that a Scrutiny Committee must possess the requisite expertise, commitment and ability to act impartially to fulfil its functions. The Guidance also discusses the methods for appointing the Chairmen of the Scrutiny Committee and whilst it considers that the method for selecting a Chairman is for each Authority to decide for itself it considers that every Authority should consider taking a vote by secret ballot for the appointment of a Chairman. The Working Group supports the view set out in the Statutory Guidance and recommends that the Councils should amend the Constitutions to allow for a secret ballot for the appointment of the Chairmen of the Scrutiny Committees and that JOSC should also be given authority to appoint its Chairmen at the first JOSC meeting of the Municipal Year.

**Reason** - To help de-politicise the process of the appointment of the Scrutiny Committee Chairmen.

- 5.6 **Power to Access information** - This section of the Guidance covered the need for Scrutiny members to receive timely and accurate information in order to carry out their duties effectively. The Guidance considers that Scrutiny members should have access to a regularly available source of key information about the management of the authority. The Working Group is of the view that there should be no restrictions on scrutiny members' access to information rights and that the Councillors' rights and 'need to know' should be clarified in the Councils' constitutions and also in the JOSC Procedure Rules contained in the Constitutions.

**Reason** - To enable JOSC Members to access the information required to do their work and provide effective, transparent scrutiny.

- 5.7 **Other issues** - As part of its review, the Working Group also considered the following general issues relating to the scrutiny process which needed to

be improved. The Working Group considers that:-

- There is a need for the Scrutiny Committee to be enabled to scrutinise issues before they are presented to the Executives -

**Reason** - More pre scrutiny would be useful to help the Executives in formulating their decisions;

- That JOSOC should review the Forward Plan of Key decisions at each meeting as part of its ongoing Work Programme.

**Reason** - This will enable JOSOC to keep under review the proposed key decisions and request to scrutinise the issues as appropriate;

- That there should be a review of the Call-In procedures

**Reason** - Because there is a lack of Member awareness of the Call-In process which needs to be clarified to avoid confusion and improve the effectiveness of the Call-In process.

5.8 The Working Group has undertaken this scrutiny review and formulated conclusions and recommendations. The Working Group acknowledges that Scrutiny is key to democratic accountability and transparency and should be able to tackle, challenge, support, engage with and provide recommendations on the issues affecting residents and communities. The Working Group considers that there should continue to be an organisational culture in Adur and Worthing Councils which recognises constructive challenge and has common recognition of the value of scrutiny. By continuing to have effective Overview and Scrutiny practices and appropriate Governance procedures in place to control these practices, the Working Group believes that there will continue to be the strong challenge needed to hold the current Executives and future Executives to account.

5.9 In undertaking this review, the Working Group also has recognised and welcomed that over the last few years, the Chairmen and Members of the Adur and Worthing Joint Overview and Scrutiny Committee and the Councils continually review Overview and Scrutiny procedures to provide strengthened Overview and Scrutiny processes guided by stronger Overview and Scrutiny Procedure Rules which form part of the Councils' Constitutions. The Working Group is pleased by the overall way that the JOSOC undertakes its work e.g by holding in-depth inquiries into issues and by introducing stronger methods to engage the Adur and Worthing communities in its work.

5.10 However, having reviewed the current approach to Overview and Scrutiny and reviewed the Statutory Guidance, the Working Group believes that some changes (as set out above) should be made to the way that Overview and Scrutiny is undertaken in Adur and Worthing which will help to improve the overall process.

## **6.0 Recommendations (Reasoning explained above)**

**6.1 That the following recommendations as explained in detail in Section 5 of the report as set out above be endorsed and submitted to the Joint Governance Committee and Councils for approval to be included in the relevant sections of the Constitutions and the JOSC Procedure Rules as appropriate:-**

- (1) That some extra early engagement is required with the Executives on the future Work Programme for JOSC;**
- (2) That an 'Executive/Scrutiny protocol' be developed to help define the relationship between the two and mitigate any differences of opinion in the scrutiny process;**
- (3) That to help communicate the scrutiny role to the public the communications required should be defined by Scrutiny Working Groups at an early stage in order to communicate the issues more effectively;**
- (4) That the Councils should amend the Constitutions to allow for a secret ballot for the appointment of the Chairmen of the Scrutiny Committees to help to de-politicise the process and that JOSC should also be given authority to appoint its Chairmen at the first JOSC meeting of the Municipal Year; ;**
- (5) That there should be no restrictions on scrutiny members' access to information rights and that the Councillors' rights and 'need to know' should be clarified in the Councils' constitutions and also in the JOSC Procedure Rules contained in the Constitutions;**
- (6) That JOSC be enabled to scrutinise issues before they are presented to the Executives because the pre scrutiny would be useful to help the Executives in formulating their decisions;**
- (7) That JOSC should review the Forward Plan of Key decisions at each meeting as part of its ongoing Work Programme to keep under review the proposed key decisions;**
- (8) That there should be a review of the Call-In procedures because of a lack of Member awareness of the Call-In process which needs to be clarified. It is suggested that the procedures could be reviewed using best practice examples from other Local Authorities.**

**Local Government Act 1972  
Background Papers:**

None

**Contact Officer:**

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Ministry of Housing, Communities and Local Government

Scrutiny Guidance on Overview and Scrutiny in Local and Combined Authorities - May 2019

Guidance Section	Guidance - Key points	Current arrangements in Adur & Worthing
<p><b>1. Culture</b></p>	<p><b>Recognising scrutiny’s legal and democratic legitimacy</b> – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law.</p> <p><b>Identifying a clear role and focus</b> – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value.</p> <p>Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function.</p>	<p>This arrangement is set out in the Adur &amp; Worthing JOSC Procedure Rules and is covered as part of the new Member scrutiny induction programme. All Directors and Heads of Service are aware of the importance of the scrutiny function.</p> <p>A clear challenge for local authorities is to ensure that Overview and Scrutiny arrangements provide an opportunity for engagement by back bench members to undertake scrutiny activity which generates findings and recommendations which make a real difference. It is difficult to measure whether or not the activities of the Scrutiny Committee are making a difference.</p> <p>This division of responsibility is clearly described in the terms of reference of the Joint Governance Committee. With smaller Councils it is difficult to get a complete separation between the memberships of relevant Committees and some members of the JOSC also sit on the Joint Governance Committee which has responsibility</p>

	<p>While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter.</p> <p><b>Ensuring early and regular engagement between the executive and scrutiny –</b>  Authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:</p> <ul style="list-style-type: none"> <li>● The executive should not try to exercise control over the work of the scrutiny committee.</li> <li>● The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.</li> </ul>	<p>for overseeing the audit function.</p> <p>The Joint Governance Committee receives reports relating to the Whistleblowing Policy and can refer to the JOSC any issues of concern.</p> <p>The Leaders and relevant Executive Members are held to account by JOSC annually on relevant items being considered by JOSC and also the Leaders attend JOSC twice a year for questioning on their work.</p> <p>When Executive Members are invited to attend JOSC they will receive an explanation of the reason for the request, together with questions pre submitted, details of the date of the meeting and time etc which is a requirement in the Procedure Rules.</p> <p>In Adur &amp; Worthing the JOSC sets its own draft Work Programme but Councils have to formally approve the Work Programme and monitor any changes.</p> <p>There is, however, no direct discussion with the Executives on the Work Programme prior to it being set or during the year. Council meetings review the Work</p>
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		<p>Programme in November/December each year for changes etc and this requirement is specified in the Procedure Rules.</p>
	<p><b>Managing disagreement</b> – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.</p> <p>It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.</p> <p>One way in which this can be done is via an ‘executive-scrutiny protocol’ which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways.</p> <p><b>Providing the necessary support</b> – while the level of resource allocated to scrutiny is for each authority to decide for itself, when</p>	<p>There will always be differing points of view in Party Political situations. Scrutiny Members may take a particular view based on their Party Political allegiance and based on private Group meetings. However, this should not amount to pre determination and the Scrutiny Members need to keep an open mind, examine the evidence and take into account the views of stakeholders and Officer advice.</p> <p>The Executives will always consider all views submitted by JOSC and have a record of agreeing some recommendations and rejecting others.</p> <p>There is no ‘executive-scrutiny’ Protocol in place so there may be value in developing a Protocol like this to be included in the Constitution and the Procedure Rules. A Protocol of this kind could guide the relationship between Scrutiny Members, the Executives and Officers, provide more openness and help address any tensions.</p> <p>In common with most local authorities, the Councils have limited resources. The value of scrutiny is recognised by the Councils and the Councils have a Scrutiny and Risk</p>

	<p>determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.</p> <p>Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies</p> <p><b>Ensuring impartial advice from officers –</b> authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.</p>	<p>Officer who supports the scrutiny function and works for the Director for Digital &amp; Resources who also supports the function. The JOSC adopted a scoring process for the selection of scrutiny work programmes a few years ago and this is helping to drive up the quality of outcomes from scrutiny activity.</p> <p>The Councils have Access to Information Procedure rules which assist members of the JOSC in accessing information. The Working Group previously suggested that there should be no restrictions on scrutiny members' access to information rights and that the Councillors rights and 'need to know' should be clarified in the Councils' constitutions and also in the JOSC Procedure rules contained in the Constitutions.</p> <p>The Chief Executive and Senior Officers regularly provide advice to the JOSC in their deliberations, providing information and answering questions as required. There may be a difference of opinion about the way forward on a particular matter but Overview and Scrutiny Committee Members are able to request factual information and advice from Officers and are often supported by Officers in key lines of enquiry which may result in alternative views being presented to the Executives. All Member level reports, including reports to Overview and Scrutiny Committees are produced in accordance with a corporate template which requires the inclusion of available options, policy, risk, legal and</p>
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	<p><b>Communicating scrutiny’s role and purpose to the wider authority</b> – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority’s wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.</p> <p><b>Maintaining the interest of full Council in the work of the scrutiny committee</b> – part of communicating scrutiny’s role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council’s work.</p> <p>Authorities should therefore take steps to ensure full Council is informed of the work the</p>	<p>financial implications.</p> <p>This is explained to new Members as part of the induction programme and this includes tailored training on the legislation relating to overview and scrutiny and questioning skills techniques. The role of scrutiny is well understood amongst senior officers.</p> <p>The Working Group previously considered that to enable consideration of certain selected recommendations from JOSC to be debated at a high level (at the discretion of JOSC), that JOSC be allowed to recommend its proposals for debate at Full Council meetings rather than just to the Executives.</p> <p>The current JOSC Procedure Rules already allow for report from JOSC to be submitted to the Council meetings for consideration, however, Councils have no power over the issues which are in the control of the</p>
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	<p>scrutiny committee is doing.</p> <p>One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner.</p> <p><b>Communicating scrutiny's role to the public</b> – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process.</p>	<p>Executives due to legislation which vests power in the Leader so currently those recommendations would have to be submitted to the Executive and could still be ignored.</p> <p>JOSC Procedure Rules 19.0 and 19.1 allow for a Communications Strategy to be developed for each JOSC meeting in consultation with the JOSC Chairperson to promote the JOSC Work Programme. This envisages a proactive role by the Communications Team in assisting JOSC.</p> <p>The JOSC Chairmen and Vice-Chairmen meet regularly to discuss items for each JOSC meeting and highlight issues where the help of the Communications Team is required in promoting the JOSC work.</p>
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	<p><b>Ensuring scrutiny members are supported in having an independent mindset</b> – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.</p> <p>Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them.</p> <p>Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.</p>	<p>The importance of scrutiny acting as a ‘critical friend’ is dealt with as part of the induction programme.</p> <p>As stated earlier, party politics is a reality and entirely legitimate as long as predisposition based on political party does not amount to pre determination. Members need to keep an open mind, examine the relevant evidence and take into account officer advice and the views of stakeholders on the issue.</p> <p>All Members receive training and advice on how to deal with conflicts of interest arising from close family relationships or friendships.</p> <p>There is regular questioning of Leaders and Executive Members at JOSC and this is cross-party. The Chairmen ensure that there are no Party Political points scoring and rule out any questions asked of that type. Questions must relate to the item being considered.</p>
<p><b>Resourcing</b></p>	<p>When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:</p> <ul style="list-style-type: none"> <li>• Scrutiny’s legal powers and responsibilities;</li> <li>• The particular role and remit scrutiny will play in the authority;</li> <li>• The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of</li> </ul>	<p>Scrutiny support for JOSC and its Working Groups is provided by the Scrutiny and Risk Officer. This individual is an experienced Officer who has political and policy development skills and provides impartial advice. The Officer reports to the Director for Digital and Resources. For every in-depth scrutiny review Officers from the relevant Service areas will also provide guidance on the issues being considered to assist the Scrutiny and Risk Officer. If the matter relates to an external service not</p>

	<p>the executive and other key partners, and make effective recommendations;</p> <ul style="list-style-type: none"> <li>• The need for ad hoc external support where expertise does not exist in the council;</li> <li>• Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and</li> <li>• Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.</li> </ul> <p>Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.</p>	<p>provided by the Councils then relevant external support/advice is provided.</p> <p>Advice is provided by the Legal Officer for JOSC as appropriate and the Monitoring Officer as required.</p> <p>Training on questioning techniques is provided to new Members involved in Overview and Scrutiny and there are plans to provide more bespoke training on this subject.</p>
<p><b>Selecting Committee Members</b></p>	<p>An authority must consider when forming a committee that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.</p>	<p>In Adur &amp; Worthing once the allocation of Committee seats to Party Groups has been approved, appointment of members to Committees is agreed in accordance with the wishes of each Group as required by the Local Government and Housing Act 1989 and associated Regulations. Each Group has its own process for deciding how to match Councillors to Committees.</p>



	<p>Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.</p> <p><u>Selecting individual committee members</u> When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.</p> <p>Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality).</p>	<p>In Adur &amp; Worthing Policy Advisors to Executive Members are allowed to sit on the Scrutiny Committee.</p> <p>The Member Code of Conduct includes provisions on how conflicts of interest should be managed by elected Members.</p> <p>See above for detail on how Members are selected by the Groups.</p>
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	<p><u>Selecting a Chair</u></p> <p>The attributes authorities should and should not take into account when selecting individual committee members also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.</p> <p>Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.</p> <p>Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person.</p> <p>The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot.</p>	<p>Chairing skills training is offered as part of the Member Development programme.</p> <p>This is an unlikely scenario but would be covered by the Code of Conduct.</p> <p>In Adur &amp; Worthing the JOSC Committee Chairmen are appointed at the Annual Council meeting each year. The law requires the appointment of the Chairman and Vice-Chairman to be decided by a majority. Currently the JOSC Chairmen are from the majority group. The Worthing Vice-Chairman is from the majority group and the Adur Vice-Chairman is an independent member.</p>
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	<p><u>Training for Committee Members</u></p> <p>Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.</p> <p>When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.</p> <p><u>Co-option and technical advice</u></p> <p>While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can</p>	<p>There is a comprehensive induction programme for new Members and this includes an offer of training on introduction to scrutiny, the responsibilities for the JOSC, skills for effective scrutiny and a brief introduction to questioning skills techniques.</p> <p>Officers, in consultation with the JOSC Chairmen/Vice-Chairmen, are looking at other types of scrutiny training that can be provided using an external provider.</p>
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	<p>be invaluable.</p> <p>There are two principal ways to procure this:</p> <ul style="list-style-type: none"> <li>• Co-option – formal co-option is provided for in legislation. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and</li> <li>• Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence.</li> </ul>	<p>Adur &amp; Worthing JOSC Procedure Rules make provision for the co-option of non-voting members to the full JOSC or Working Groups if considered appropriate.</p> <p>The JOSC Procedure Rules also allow for the co-opted appointment of unelected members of the Working Groups or JOSC to assist JOSC reach an informed and well argued position on the issues of concern.</p>
<p><b>Power to Access information</b></p>	<p>When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny’s role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.</p> <p>Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able</p>	<p>The JOSC Procedure Rules and the Access to Information Procedure Rules in Part 4 of the Constitution set out clearly the rights of Overview and Scrutiny Committee members to access documents.</p> <p>All Scrutiny Members have access to key information about the performance of the authority and this is reported to Scrutiny on a regular basis as part of the Platforms for our Places update and reports relating to budget monitoring are also submitted on a regular basis. Information relating to Risks is reported to the Joint Governance Committee three times per year and Scrutiny Members can access these reports.</p>

	<p>to frame their requests from a more informed position.</p> <p>Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.</p> <p>While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.</p> <p>The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.</p>	<p>This will occur at the JOSOC meetings and also via discussions between Officers and Councillors.</p> <p>All Members of the Council can ask for copies of the papers for the Cabinet meetings or the Joint Strategic Committee meetings. Most business is done in open session if possible and provisions enabling the JSC, Cabinets and other Committees to go into closed session are used sparingly as are the provisions for executive decisions to be taken urgently.</p>
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	<p>Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.</p> <p>Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions. It is the duty of members and officers to comply with such requests.</p> <p><u>Seeking information from external organisations</u></p> <p>Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.</p> <p>When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either, scrutiny committees should consider the following:</p> <p><b>a) The need to explain the purpose of scrutiny</b> – the organisation being</p>	<p>This would always be an option. Scrutiny is entitled to see certain types of exempt information in any event.</p> <p>This is explained as part of the Council's Member induction Scrutiny training and is also set out in the JOSC Procedure Rules.</p> <p>These steps set out in the Statutory Guidance are routinely followed in Adur &amp; Worthing.</p>
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	<p>approached might have little or no awareness of the committee’s work, or of an authority’s scrutiny function more generally, and so might be reluctant to comply with any request;</p> <p><b>b) The benefits of an informal approach</b> – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;</p> <p><b>How to encourage compliance with the request</b> – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and</p> <p><b>Who to approach</b> – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail</p>	<p>Any invitation to a front line staff member would usually be agreed with the relevant senior manager of an external organisation in the first instance.</p>
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	<p>rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority's pre-existing relationship with it.</p> <p>Scrutiny committees will often have a keen interest in 'following the council pound', i.e. scrutinising organisations that receive public funding to deliver goods and services. Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a requirement for them to supply information to or appear before scrutiny committees.</p>	
<b>Planning Work</b>	<p>Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda</p>	<p>JOSC sets a rolling forward Work programme at the start of each Municipal Year and extra urgent items can be added to the Work Programme throughout the year.</p> <p>There is an agenda planning meeting of the JOSC Chairmen and Vice-Chairmen prior to each JOSC meeting.</p>



	<p>and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.</p> <p>Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.</p> <p><u>Being clear about scrutiny's role</u></p> <p>Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local</p>	<p>A progress report on the delivery of the work contained in the JOSC Work Programme is presented to each JOSC meeting and the timings/dates for each item are provisional and subject to change in agreement with the Joint Chairmen and the Committee.</p> <p>Items for the JOSC Work Programme are selected guided by the Council's Strategic Objectives set out in the strategic vision 'Platforms for our Places', the ability of the Committee to have influence and/or add value on the subject and the PAPER criteria (Public Interest (P), Ability to change (A), Performance (P), Extent (E) and Replication (R)). Requests are then considered initially by the Chairmen and Vice-Chairmen and reported to the next available meeting of the Committee. This systematic selection of topics for discussion and rigorous prioritisation of work programme items is driving up the quality of outcomes from scrutiny activity.</p> <p>As explained above, items are selected for the JOSC Work Programme guided by the Council Strategic objectives which ensures appropriate prioritisation.</p>
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	<p>people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.</p> <p>Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.</p> <p>When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.</p> <p><u>Who to speak to</u></p> <p>The public - Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.</p>	<p>The Scrutiny and Risk Officer assists JOSC in promoting and championing its role.</p> <p>JOSC regularly engages the help of the Communications team to help engage with the general public regarding items for the Work Programme via online requests and via social media.</p> <p>JOSC and the JOSC Working Groups are well placed to invite the public and interested stakeholders to become</p>
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	<p>Partners – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:</p> <p>The Executives – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny’s work but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority’s wider work.</p> <p><u>Information sources</u></p> <p>Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the</p>	<p>involved in the work of JOSC. Working Groups will regularly undertake evidence gathering sessions to assist in the reviews and undertake online surveys/consultations to help with the work.</p> <p>Although there is a low level of general interest by the public in the activities of the JOSC, there has been a higher level of interest in single issues and JOSC receives scrutiny requests throughout the year..</p> <p>JOSC has access to relevant information to inform its Work Programme where required.</p>
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	<p>specific role and function scrutiny plays within the authority, but might include:</p> <ul style="list-style-type: none"> <li>• Performance information from across the authority and its partners;</li> <li>• Finance and risk information from across the authority and its partners;</li> <li>• Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;</li> <li>• Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre decision scrutiny; and</li> <li>• Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.</li> </ul> <p>As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public.</p> <p>Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to</p>	
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	<p>provide an update, as a matter of course.</p> <p><u>Shortlisting topics</u></p> <p>Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:</p> <ul style="list-style-type: none"> <li>• Do we understand the benefits scrutiny would bring to this issue?</li> <li>• How could we best carry out work on this subject?</li> <li>• What would be the best outcome of this work?</li> <li>• How would this work engage with the activity of the executive and other decision-makers, including partners?</li> </ul> <p>Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach.</p>	<p>The identification of items for the JOSC is explained earlier. JOSC will prioritise items using the 'PAPER' scoring system.</p> <p>Items for scrutiny are usually considered as either single items at a JOSC meeting or by a JOSC Working Group.</p>
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	<p>Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.</p> <p>Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.</p> <p><u>Carrying out work</u></p> <p>Selected topics can be scrutinised in several ways, including:</p> <ul style="list-style-type: none"> <li>a) As a single item on</li> <li>b) At a single meeting</li> <li>(c) At a task and finish review of two or three meetings</li> <li>d) Via a longer-term task and finish review –</li> <li>(e) By establishing a ‘standing Panel’.</li> </ul>	
<b>Evidence sessions</b>	<p>Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.</p>	<p>Good planning and preparation takes place for evidence gathering sessions organised as part of the JOSC Working Groups for all in-depth scrutiny reviews. A clear scope and lines of enquiry are established and clearly explained to those invited to give evidence and very often, to enable witnesses to prepare for the meeting and</p>

	<p><u>How to plan</u></p> <p>Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.</p> <p>After an evidence session, the committee might wish to hold a short ‘wash-up’ meeting to review whether their objectives were met and lessons could be learned for future sessions.</p> <p>The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.</p> <p>Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.</p> <p>Committees should bear in mind that often six</p>	<p>come prepared with the evidence, they are provided with a set of questions which will be asked by the Working Group.</p> <p>Scrutiny skills training is provided as part of the new Member induction programme including questioning techniques etc.</p> <p>A draft report and recommendations is prepared in consultation with relevant Scrutiny Members and co-optees and relevant advice from officers is considered. The draft findings of fact and draft recommendations are usually provided to those who have supplied evidence to the Working Groups ahead of the publication of the Working Group report.</p>
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	<p>to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.</p> <p>Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.</p>	
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ADUR & WORTHING  
COUNCILS

Joint Overview and Scrutiny Committee  
21 November 2019  
Agenda Item 10

Key Decision [No]

Ward(s) Affected:N/A

## **Joint Overview and Scrutiny Committee Work Programme 2019/20 - Update**

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

#### **Executive Summary**

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

1.1 This report outlines progress with the work contained in the Joint Overview and Scrutiny Committee (JOSC) Work Programme for 2019/20 and recommends that the changes made to the Work Programme since it was agreed in April 2019 be reported to the next Council meetings in December 2019 for noting.

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

**2.1 That the progress in implementing the Work Programme for 2019/20 be noted; and**

**2.2 That the meetings of Adur District Council and Worthing Borough Council in December 2019 note the changes made to the Work Programme since it was agreed by both Councils in April 2019.**

### **3. Context**

- 3.1 The current Joint Overview and Scrutiny Committee (JOSC) Work Programme is reviewed by the Committee at each meeting.
- 3.2 The Work Programme for 2019/20 was confirmed by both Councils in April 2019 and was previously reviewed by the Committee at its meeting on 17 October 2019.

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

- 4.1 The Committee receives regular update reports on the implementation of the Work Programme at each meeting. A copy of the current 2019/20 Work Programme is attached as Appendix A to this report for reference and this includes details of the changes made to the Work Programme since it was agreed in April 2019.
- 4.2 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 can be submitted on line via the Scrutiny review request form on the Councils' website at <https://www.adur-worthing.gov.uk/about-the-councils/scrutiny/#are-you-concerned-about-local-issues>  
These requests are then initially considered by the Joint Chairpersons in accordance with the following criteria set out in the Procedure Rules:-
  - (a) The Councils' Strategic objectives;
  - (b) The ability of the Committee to have influence and/or add value on the subject;
  - (c) The PAPER criteria; Public Interest (P), Ability to Change (A), Performance (P), Extent (E) and Replication (R)
- 4.3 In accordance with the Joint Overview and Scrutiny Procedure Rules there is a requirement for both Councils to review the changes to the Work Programme mid term so it is a requirement for the Work Programme as amended to be submitted to the next Council meetings.

### **5.1 Engagement and Communication**

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

## **6. Financial Implications**

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

## **7. Legal Implications**

7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).

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

7.4 Paragraph 9.2 of the current Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the Work Programme will be approved by both Councils. A report must be taken to both Councils on an annual basis seeking both Councils' approval of the Joint Overview and Scrutiny Committee work programme for the forthcoming year and any changes to the Work Programme should be submitted to the Councils approximately mid year for noting.

## **Background Papers**

Joint Overview and Scrutiny Procedure Rules

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

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## **Sustainability & Risk Assessment**

### **1. Economic**

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

### **2. Social**

#### **2.1 Social Value**

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

#### **2.2 Equality Issues**

Matter considered and no direct issues identified.

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

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

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

Matter considered and no issues identified.

### **3. Environmental**

Matter considered. JOSC has set up a Working Group to provide it with a better understanding of Climate Change issues which might make recommendations regarding natural resources for Adur and Worthing.

### **4. Governance**

Matter considered and no direct issues identified. 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.

## APPENDIX A

### Joint Overview and Scrutiny Committee Work Programme 2019/20

<b><u>Date of meeting</u></b>	<b><u>Items for discussion</u></b>	<b><u>Report Author</u></b>	<b><u>Executive Members to be invited</u></b>	<b><u>Change to original Work Programme?</u></b>
20 June 2019	Annual JOSOC report for 2018/19  Report from the Transport issues Working Group	Joint Chairmen of JOSOC  Chairman of the Working Group	N/A  N/A	No  Yes. Item was on pending list.
25 July 2019	Joint Revenue Outturn report 2018/19  Outline Budget Strategy 2019/20	Director for Digital & Resources/Chief Financial Officer  Director for Digital & Resources/Chief Financial Officer	Executive Members for Resources  II	No  No
19 September 2019	West Sussex Air quality Strategy  Update on the delivery of the Housing Strategy - Review of progress	Director for Communities/ West Sussex County Council  Director for Communities/Head of Housing	Executive Members for Wellbeing  Executive Members for Customer Services	No  No
17 October 2019	Annual interviews with Council Leaders  Review of the Progress in delivering the activities in Platforms for our Places - Questioning Chief Executive  Report from the Working Group on the review of the procedures for dealing with Gypsy and Traveller encampments in	Director for Digital & Resources  Chief Executive  Chairman of the Working Group	Leaders  Adur & Worthing Executive Members  N/A	No  Yes. Item put back to October meeting from September because Chief Executive was unable to attend.  Yes. Item was on pending list.

	Adur and Worthing and use of the transit site.			
21 November 2019	Adur and Worthing and Joint Outline 5 year forecast and savings proposals - Executive Member interviews.  Engaging Adur & Worthing - How we engage with our communities  Report from the Working Group that has reviewed the effectiveness of Overview and Scrutiny Committees	Director for Digital & Resources/Chief Financial Officer  Director for Communities  Chairman of the Working Group	Adur and Worthing Executive Members   N/A	No  Yes. Item was on pending list.  Yes. Item was on the pending list.
30 January 2020	Worthing Budget Estimates 20/21 and setting of 2020/21 Council Tax  Presentation from Southern Water on bathing water quality issues  Review of the Progress in delivering the activities in Platforms for our Places - Questioning Chief Executive  Report on the consultation processes undertaken for the disposal of publicly owned Council land and assets.	Director for Digital & Resources/Chief Financial Officer  N/A  Chief Executive  Director for the Economy	Worthing Executives  Adur Executive Member for the Environment, Worthing Executive Member for Regeneration, Executive Members for Wellbeing  Adur and Worthing Executives  N/A	No  No  Yes. Item brought forward to January meeting from March because Platforms update is being considered earlier in December 2019 at the JSC meeting.  New item. Added following a scrutiny request.
19 March 2020	Leader interviews  Annual Work Programme setting 2019/20	Director for Digital & Resources  Director for Digital & Resources	Leaders  N/A	No  No

Date to be confirmed	Major Projects being undertaken in partnership with West Sussex County Council - Update	Director for the Economy	Executive Members for Regeneration and relevant West Sussex County Council Cabinet Members	
	Review of Corporate Assets	Head of Major Projects & Investment/Director for Economy	Relevant Executive Members	
	Worthing Theatres - Review of the operation of the new contract	Director for the Economy	N/A	
	Report from the Working Group reviewing recycling	Chairman of the Working Group	N/A	
	Report from the JOSC Working Group on evening and Night Time economy	Chairman of the Working Group	N/A	
	Report from the Working Group reviewing the Cultural Services	Chairman of the Working Group	N/A	
	Climate emergency Working Group	Chairman of the Working Group	N/A	
	Update on the delivery of the Housing Strategy - Review of progress	Director for Communities	Executive Members for Customer Services	
	Report from JOSC Working Group on Adur Homes repairs & maintenance service	Chairman of the Working Group	N/A	

**Note** - A progress report on the delivery of the work contained in the Work Programme will be presented to each meeting.

All timings are provisional and subject to change in agreement with the Joint Chairmen and the Committee.

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