



ADUR & WORTHING
C O U N C I L S

21 January 2020

Joint Overview & Scrutiny Committee

| | |
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| Date: | 30 January 2020 |
| Time: | 6.30 pm |
| Venue: | Gordon Room, Stoke Abbott Road, Worthing Town Hall |

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), Margaret Howard, Charles James, Richard Nowak, 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 21 November 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 28 January 2020

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

7. Southern Water Bathing Water quality results (Pages 1 - 6)

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

8. Delivering Platforms for our Places - Final Progress report July to December 2019 (Pages 7 - 42)

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

9. Referral of Motion on Notice (Pages 43 - 46)

To consider a report by the Director for Communities, copy attached as item 9

10. Joint Overview and Scrutiny Committee Work Programme 2019/20 - Update (Pages 47 - 54)

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

11. Worthing Borough Council - Budget Estimates 2020/21 and Setting of 2020/21 Council Tax (Pages 55 - 120)

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

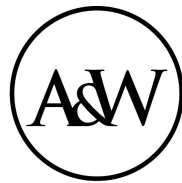
Recording of this meeting

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
30 January 2020

Key Decision [No]

Ward(s) Affected: N/A

Southern Water - 2019 Bathing Water quality and monitoring results

Report by the Director for Digital and Resources and Director for Communities

Executive Summary

1. Purpose

- 1.1 This report provides some background and context to assist the Joint Overview and Scrutiny Committee (JOSC) in discussing the results of the Adur and Worthing 2019 bathing water quality monitoring with representatives from Southern Water.

2. Recommendation

- 2.1 That JOSC note the presentation from Southern Water on the results of the 2019 bathing water monitoring and works being undertaken to continually improve bathing water quality and also questions Southern Water on these results.

3. Context

- 3.1 At the meeting of JOSC on 26 July 2018 representatives from Southern Water attended to provide some background information on the sewage spill incident from July 2017 and also further information on works to improve bathing water quality and improvement works to the East Worthing Treatment Works.

- 3.2 At the same JOSC meeting it was also agreed that Southern Water should be invited to attend a future JOSC meeting to discuss the results of the 2019 bathing water monitoring following the joint stakeholder actions steered by the Worthing Bathing Water Enhancement Project. Going forward there needs to be further discussion about action being taken by Southern Water working with the Councils, West Sussex County Council (WSCC) and the Environment Agency to improve and maintain excellent bathing water quality in Worthing and at the other designated bathing beaches at Lancing Beach Green, Southwick and Shoreham Beach.
- 3.3 To recognise the importance of these issues, the Council strategic direction - 'Platforms for our Places' - Platform 3 - (Stewarding our Natural Resources) included a commitment to 'Develop the role of communities in stewarding our natural resources' and a project contained within this sought to improve Worthing's Bathing Water Quality through the implementation of an enhancement programme. The next version of the 'Platforms' vision - *'Platforms for our Places - Going further 2020 - 2022'* also includes a commitment to improve water quality and as part of this there is an aim to obtain and maintain 'blue' flag status for the foreshore areas.

4. How the Councils are working with Southern Water to improve Bathing Water quality

- 4.1 The Public Health & Regulation Manager has chaired the Worthing Bathing Water Enhancement Project Steering Group with the aim of raising the 'sufficient' bathing water quality to that of 'excellent', as measured on an annual basis, by the end of the 2019 season. The Steering Group met regularly and was attended by Public Health & Regulation (Environmental Health), Beach Office, Waste Services, WSCC Highways, Environment Agency, and Southern Water. Analysis undertaken by Southern Water has identified the main source of poor water quality as human sewage, followed by some dog and some bird faecal matter. This enabled prioritisation of efforts for improvement.
- 4.2 Southern Water surveyed surface water drainage assets owned by them in and close to Worthing town centre and found foul effluent in some of these (sewage from toilets and grey water from sinks, washing machines and dishwashers). By tracking connections upstream they identified a number of properties where foul water was being incorrectly discharged into the surface water system, so called 'misconnections'. After resolving some of the larger misconnected properties themselves (mainly larger blocks of flats), they

passed a list of the remaining misconnected properties, both commercial and residential, to the Public Health & Regulation Team for further action. The Team have powers to deal with drainage misconnections under the Building Act 1984.

- 4.3 The Public Health & Regulation Team then contacted the affected properties, advising them of the problems identified with their drainage connections and asking them to resolve these within a specified time. The majority of owners rectified the issues, however in two cases formal Notices under the Building Act 1984 had to be served to remedy the problems. These Notices were subsequently complied with.
- 4.4 In addition, Southern Water provided funding to the Councils for extra bird proof bins, beach flags in the dog control areas and extra dog warden patrols over the summer. The Dog Wardens patrolled over most weekends during the bathing season, issuing advice and warnings to people with dogs within the dog exclusion zone.
- 4.5 The **annual** samples taken by the Environment Agency for 2019 were 'excellent'. The published DEFRA results did not reflect this improved **annual** result as they measure on a 4 year rolling programme and previous poor result years have impacted overall. Therefore, although encouraging, there will need to be a maintenance of excellent sample results in coming years to achieve the DEFRA 'excellent' standing and therefore eligibility for Blue Flag status.

5. Engagement and Communication

- 5.1 The Chairmen and Vice-Chairmen of JOSOC, Southern Water and relevant Council Officers have been consulted on the contents of this report.

6. Financial Implications

- 6.1 There are no financial implications relating to 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

Report to JOSC on 26 July 2018

Platforms for our Places progress report to Joint Strategic Committee on 3 December (Platform 3 - Natural Resources) re Bathing Water quality

Officer Contact Details:-

Mark Lowe

Scrutiny & Risk Officer

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Sustainability & Risk Assessment

1. Economic

Issues relating to bathing water quality can impact on economic development long term.

2. Social

2.1 Social Value

The quality of bathing water can impact on the communities.

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.

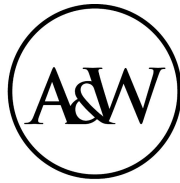
3. Environmental

The quality of bathing water and the protection of beaches is important for the protection of the environment.

4. Governance

Matter considered and no issues identified.

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2020

Key Decision [No]

Ward(s) Affected: N/A

Delivering Platforms for our Places - Final Progress report July to December 2019

Report by the Director for Digital and Resources

Executive Summary

1. Purpose

- 1.1 To provide the Joint Overview and Scrutiny Committee (JOSC) with a final overview of progress on the delivery of the commitments set out in '*Platforms for our Places*' over the period July to December 2019.
- 1.2 To assist JOSC in questioning the Chief Executive and Executive Members on the progress in delivering the commitments and activities in Platforms for our Places.

2. Recommendations

- 2.1 That JOSC note the final overview of progress in delivering the commitments and activities in Platforms for our Places and question the Chief Executive and Executive Members on this.
- 2.2 That a progress report on the delivery of the new strategic direction of travel approach adopted by the Councils '*Platforms for our Places: Going further 2020/22*' be requested to be presented to JOSC in September 2020 as part of the JOSC Work Programme.

3. Context

- 3.1 As part of its Work Programme for 2019/20 JOSC has agreed to review the progress in delivering the commitments and activities in Platforms for our Places in October 2019 and January 2020 and also question the Chief Executive and Executive Members on the progress.

4. Issues for consideration

- 4.1 JOSC is asked to consider the final progress update on the delivery of the activities in Platforms for our Places, details of which are set out in the copy of the report attached as the appendix to this report which was presented to the Joint Strategic Committee (JSC) on 3 December 2019. The Councils have subsequently agreed (December 2019) to the new strategic direction of travel entitled 'Platforms for our Places: Going further' which now covers the next three years 2020- 2022. It is, therefore, suggested that JOSC should also request that update reports on how this new strategic direction is being delivered should be considered as part of the 2020/21 Work Programme in September 2020 and March 2021.

5. Engagement and Communication

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

6. Financial Implications

- 6.1 There are some financial implications arising from the overall Platforms for our Places document which are covered under the overall budget process.

7. Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a

general duty on a Best Value Authority to make continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.

Background Papers

Platforms for our Places (adopted by Adur District Council 15 December 2016 and adopted by Worthing Borough Council 20 December 2016.

Platforms for our Places six month progress report to Joint Strategic Committee - 3 December 2019

Officer Contact Details:-

Mark Lowe

Scrutiny and Risk Officer

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Sustainability & Risk Assessment

1. Economic

Developing our financial economies is one of five Platforms for development in Platforms for our Places. The progress report attached as the appendix to this report provides an overview and highlights on how the Councils have been working to develop this Platform.

2. Social

2.1 Social Value

2.1.1 Developing our social economies is one of five platforms for development in Platforms for our Places. The progress report attached to this report provides an overview and highlights on how the Councils have been working to develop this platform.

2.2 Equality Issues

2.2.1 Through Platforms for our Places, the objective has been to build the capacity of our communities and engage with them to find solutions and ensure our services are designed to respond and meet their needs.

2.3 Community Safety Issues (Section 17)

2.3.1 There are specific commitments in Platforms for our Places which relate to the promotion of our communities as safe places.

2.4 Human Rights Issues

2.4.1 Through the implementation of Platforms for our Places the Councils have been seeking solutions with our partners to enable our residents, communities and places to thrive.

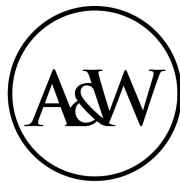
3. Environmental

3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in Platforms for our Places. The copy report from the Joint Strategic Committee 3 December 2019 attached to this report provides an overview and highlights on how the Councils have been working to develop this platform.

4. Governance

- 4.1 This report provides the Joint Overview and Scrutiny Committee with an overview of the progress that has been made to implement Platforms for our Places, the Councils' three-year plan to enable our places to thrive.

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ADUR & WORTHING COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 5

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

Platforms for our Places Progress Report (July - December 2019)

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1. This is the final six-monthly report informing the Committee on the Councils' progress against the commitments and objectives set out in *Platforms for our Places*. It contains an overview of the progress on delivering the ambitions and commitments set out in *Platforms for our Places* and highlights certain areas of strategic importance.
- 1.2. The Councils have been clear that *Platforms for our Places* was an ambitious strategic programme, designed to help create the healthy, prosperous and well connected communities that our residents wish to see.
- 1.3. The Councils identified 147 actions in *Platforms for our Places*. At the end of the three-year nearly 60% are complete, just over 30% are on-track and primarily reflect ongoing activities within our communities, while less than 10% are at potential risk (and this will not be completed by year end).

2. Recommendations

- 2.1. Note the final progress report on the implementation of *Platforms for our Places* over the period January to July 2019.
- 2.2. Agree to refer this report to Joint Overview and Scrutiny Committee for their consideration.

3. Context

- 3.1. In December 2016 Adur District and Worthing Borough Councils adopted *Platforms for our Places* as the Councils' direction of travel for the next three years. In July 2018 (18 months into that programme) both Councils adopted a revised set of commitments and activities to reflect the progress that had been made and the issues that had emerged over the first half of the programme.
- 3.2. *Platforms for our Places* builds on the need to explore and reset our relationship with our residents, recognising as Councils we cannot and should not do everything for everyone. Our role as Councils (as well as providing great services and vital safety nets) is to create and maintain five essential platforms upon which our communities can build happy, healthy, prosperous and connected places.
- 3.3. *Platforms for our Places* identifies five platforms underpinned by a series of commitments namely:
- a) Our Financial Economies
 - b) Our Social Economies
 - c) Stewarding our Natural Resources
 - d) Services and Solutions for our Places
 - e) Leadership of our Places

| Platform | Commitments | Activities & Projects |
|---------------------------------------|-------------|-----------------------|
| Our Financial Economies | 11 | 47 |
| Our Social Economies | 8 | 31 |
| Stewarding our Natural Resources | 7 | 21 |
| Services and Solutions for our Places | 5 | 18 |
| Leadership of our Places | 7 | 30 |

Table 3.1: Five Platforms and associated commitments, activities and projects

- 3.4. Progress reporting draws on the progress of the 147 projects and activities and the Councils broader activities to provide a snapshot of how the Councils are contributing to the development of the five

identified platforms. Table 3.2 shows how the status of projects and activities are determined.

| Status Indicators | Status Definitions |
|-------------------|---|
| Blue | Completed |
| Green | In progress: on track and on time |
| Amber | In progress: but delays anticipated or minor issues to be resolved (no apparent 'show stoppers' identified) |
| Red | Significant difficulties in implementation |
| Grey | Yet to start |

Table 3.2: Status Indicators and definitions

- 3.5. All previous six-monthly update reports to the Committee have also been considered by Joint Overview & Scrutiny Committee (JOSC).

4. Issues for consideration

- 4.1. The progress report ([Attachment A](#)) provides an overview of the main highlights, challenges and future focus in the development of the five Platforms over the last six months. The progress report also provides an overview of the current status of Platform Commitments. Table 4.1 provides a further breakdown of these activities and projects. In evaluating the progress of these activities and projects a reasonably objective analysis has been employed, and while there may be debate on 'how green' or 'how amber' a particular project may be, the overall assessment gives a reasonably robust view of our progress.

| Platform | On Track | Potential Risk | Complete |
|-----------------------------------|-------------------|------------------|-------------------|
| Our Financial Economies | 19 (40.4%) | 5 (10.6%) | 23 (48.9%) |
| Our Social Economies | 3 (9.7%) | 4 (12.9%) | 24 (77.4%) |
| Stewardship our Natural Resources | 11 (52.4%) | 1 (4.8%) | 9 (42.9%) |
| Services and Solutions | 8 (44.4%) | 1 (5.6%) | 9 (50%) |
| Leadership of our Places | 5 (16.7%) | 3 (10%) | 22 (73.3%) |
| Total | 46 (31.3%) | 15 (9.5%) | 87 (59.2%) |

Table 4.1 Status of Commitments by Platforms

- 4.2. It is also perhaps worth remembering that these 147 commitments are not “everything we do”. Whilst progressing our Platforms agenda we have continued to provide a full portfolio of universal services to the communities we serve. At times this has been challenging, particularly in some of those demands led areas where we have seen an increase in need, without a consequent increase in resources either in terms of finance or assets, for example housing.
- 4.3. It is not intended in this covering report to comment on each and every issue flagged in the progress report. There are, however, certain strategic themes that can be drawn from the past six months that are probably worthy of drawing to the attention of the Committee.

4.4. Developing our places for the future

- 4.4.1. We have seen progress around strategic developments across Adur and Worthing. These developments support employment (Teville Gate House, Worthing), Housing (Adur Civic Centre - Phase Two and Fulbeck Avenue, Worthing) and seeing the regeneration of key areas in our town centre (Shoreham Harbour Joint Area Action Plan and Union Place, Worthing).
- 4.4.2. We are also seeing work begin on the installation of Gigabit Adur & Worthing. Through public and private investment we will see 90 council sites and 50,000 homes connected to full fibre between 2019 and 2022. This will enable ultrafast (gigabit) broadband service and positioning our local communities and economies to take up the emerging opportunities enabled by this infrastructure.
- 4.4.3. Despite ongoing uncertainty for our economies, this investment sends strong signals of local confidence in our economies. We will continue to build on this confidence through positioning our places for investment, supporting innovative and clean growth, and developing a framework to promote the vitality and distinctiveness of our town centres.

4.5. Building homes and thriving communities

Housing and Homelessness

- 4.5.1. As outlined in previous reports we continue to see an increase in demand in temporary and emergency accommodation. In

response the Councils have taken proactive steps to prevent homelessness, support rough sleepers and build new homes and temporary accommodation.

- 4.5.2. We have seen the lowest rate of rough sleepers across Adur and Worthing, (standing at seven in November). We continue to work with partners to support homeless people with our work being recognised nationally.
- 4.5.3. Our innovative social lettings agency “Opening Doors” now has more than 20 properties with more in the pipeline. All tenancies to date have been successful with no evictions or bad debts. We continue to work across boundaries to maintain a systemic focus on preventing homelessness, and in the last six months we have prevented or relieved homelessness for 166 households.
- 4.5.4. We are also building our capacity to deliver new temporary, social and affordable housing across our communities. In Adur with developments at 101 North Road, Lancing and Cecil Norris House, Shoreham. Developments at the former Downview pub and Rowlands Road in Worthing will provide valuable council-opened temporary accommodation. While through partnership with Boklok UK we are at the forefront of new opportunities to provide 150 units at Fulbeck Avenue, Worthing, as part of an overarching agreement to deliver up to 500 units.
- 4.5.5. We will continue to build on this progress through the adoption of a new Housing Strategy and strengthen our approach across services to ensure resources are aligned to support a prevention approach to housing and residents’ wellbeing.

Thriving communities

- 4.5.6. We are also making progress on our efforts to enable members of our communities to lead healthy and engaged lives. This involves work to improve health outcomes for our communities, supporting young people’s mental health and wellbeing, fostering opportunities for skills development and employment, and addressing loneliness and social isolation.

4.6. Responding to the Climate Emergency

4.6.1. Following the Councils' declaration of a climate emergency in July 2019 there has been significant acceleration in the Councils' sustainability agenda. In addition to bringing forward the Councils' Carbon Reduction Plan elsewhere in this agenda, the Councils' have supported a number of initiatives to address climate change:

- promoting public and active transport through the easitAdur & Worthing discount travel scheme available to 25,000 local employees, and developing a draft Local Cycling Walking Infrastructure Plan as a first step to develop safer active travel options.
- 528 energy saving interventions, saving £232,000 for residents through the LEAP energy saving scheme. Adur District Council installed a further 20kW Solar PV array on the Shoreham Centre, which is predicted to reduce the Council's carbon by 32 tonnes annually.
- Continue to reduce the Councils use of single use plastic in its efforts to become Plastic Free Councils, and supporting Plastic Free Worthing, Refill Shoreham-by-Sea and Refill Lancing.
- Starting to transition the Councils' fleet to ultra low emissions as part of an ongoing medium term fleet replacement programme.

4.6.2. We also continue to progress efforts to manage our natural environment:

- Shoreham Beach has received an 'Excellent' result for bathing water quality.
- Strong efforts have been made to engage our communities in the future of Brooklands Park, with hundreds of families welcomed to events over the summer and autumn and the revised Masterplan presented at a family halloween event.
- The Councils continue to pursue the Green Flag award for our parks and open spaces. All management plans have also been reviewed to put an increased emphasis on biodiversity.

4.7. Positioning the Councils and our Places for the future

- 4.7.1. New approaches to how the Councils deliver services and act as leaders in our communities are central to the approach outlined in *Platforms for our Places*. The Councils continue to pursue their strategies to improve customer service, enhance our commercial services, and strengthen our investment portfolio. These efforts contribute to ensure our services are more responsive and contribute to the financial sustainability of the Councils.
- 4.7.2. Over the past six months we have continued to engage and take-up positions of leadership across our communities and region. The Councils are currently consulting on a new guide on how we engage, the leader of Worthing Borough Council has taken up key positions in regional organisations, and we have made a significant move to improve digital access to the Councils' decision-making processes.

4.8. Going Further - concluding *Platforms for our Places*

- 4.8.1. Elsewhere on this agenda the Committee will also consider *Platforms for our Places: Going Further* as the next iteration to the Councils' approach and ambition our places.
- 4.8.2. Over the past three years the Councils have successfully used *Platforms of our Places* to help set our direction. At the core of our approach was the importance of Platforms as foundations for great community activity, the profound impact on our communities that focusing on local places and activities can have, and the evolving role for the Councils (and our relationship with our partners) to address the needs, challenges and opportunities facing our communities.
- 4.8.3. While not all commitments have been completed they have articulated a clear statement of intent to the Councils ambitious approach. While *Platforms for our Places: Going Further* represents a revised approach it will retain the broad thrust of its predecessor.

5. Engagement and Communication

- 5.1. As outlined in the progress report ([Attachment A](#)) engagement with our communities and partners is critical to realise our objectives and deliver the individual commitments outlined in *Platforms for our Places*. This will remain an important area of focus as we move into the *Platforms for Places - Going Forward* programme.
- 5.2. Delivery of specific projects are communicated through the Councils' communications channels and press releases as appropriate.

6. Financial Implications

- 6.1. There are no unbudgeted financial implications in this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process. The setting of a draft budget for both Councils for 2019/20 has been undertaken with the *Platforms for our Places* commitments in mind, as will be seen from a variety of reports to JSC in the near future are consistent with the revenue budget and capital strategies.

7. Legal Implications

- 7.1. There are no specific legal implications relevant to this report. The legal implications relevant to any individual commitment are reported in the usual decision making process.

Background Papers

- [Platforms for our Places Progress Report \(January to June 2019\)](#) - Joint Strategic Committee (Item 5) - 9 July 2019
- [Platforms for our Places Progress Report \(July to December 2018\)](#) - Joint Strategic Committee (Item 5) - 31 January 2019
- [Mid-Term Review and Refresh of Platforms for our Places Commitments](#) - adopted by Adur District Council - 19 July 2018;
adopted by Worthing Borough Council - 17 July 2018
- [Platforms for our Places: 6 month Progress Report \(January to June 2018\)](#) - Joint Strategic Committee (Item 5) - 10 July 2018

- [Delivering Platforms for our Places: Progress Report June - December 2017](#) - Joint Strategic Committee (Item 5) - 9th January 2018
- [Delivering Platforms for our Places: Mid-Year Report 2017 and Appendix](#) - Joint Strategic Report (Item 5) - 11 July 2017
- [“Platforms for our Places” unlocking the power of people, communities and our local geographies](#) - adopted by Adur District Council - 15 December 2016; adopted by Worthing Borough Council - 20 December 2016

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Sustainability & Risk Assessment

1. Economic

- 1.1 Delivering our financial economies is one of five Platforms for development in *Platforms for our Places*. The progress report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this Platform.

2. Social

2.1 Social Value

- 2.1.1 Developing our Social Economies is one of five Platforms for development in *Platforms for our Places*. The progress report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this Platform.
- 2.1.2 A particular focus on several elements of *Platforms for our Places* is how to build capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensuring the Councils provide a robust “safety net” for vulnerable members of our communities.

2.2 Equality Issues

- 2.2.1 *Platforms for our Places* objectives include building the capacity of our communities, engaging with them to find solutions that ensure that our services (and interventions) are designed to meet specific needs and address areas and issues of historic disadvantage.

2.3 Community Safety Issues (Section 17)

- 2.3.1 There are specific commitments in *Platforms for our Places* which relate to the promotion of communities as safe places. Delivery of these commitments are in progress.

2.4 Human Rights Issues

- 2.4.1 Through the implementation of *Platforms for our Places* the Councils are seeking solutions with other partners to enable our residents, communities and places to thrive.

3. Environmental

- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platform for our Places*. The progress report ([Attachment A](#)) provides an overview and highlights how on how the Councils are working to develop this platform.

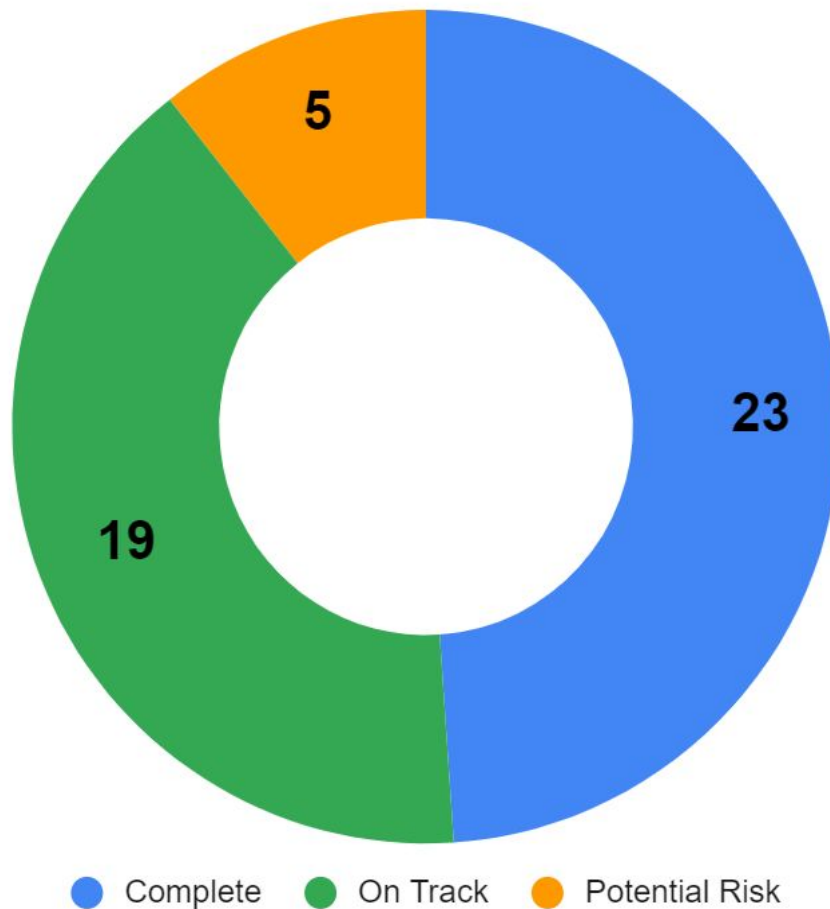
4. Governance

- 4.1 This report provides Joint Strategic Committee an overview of the progress being made to implement *Platforms for our Places*, the Councils’ three-year plan to enable our places to thrive.

- 4.2 The presentation of this report and proposed recommendations to refer it to Joint Overview and Scrutiny Committee ensure that officers are accountable in delivering elected members' ambitions for our places.
- 4.3 Working with local and sub-regional partners is a critical element in delivering *Platforms for our Places*. It will remain an important area of focus for Officers.

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Commitment Tracker



Overview : last six months

There has been significant progress toward delivering our Financial Economies commitments over the past six months. We have seen a number of important development proposals come forward and have continued to strengthen our relationships with business and those with a stake in the future health of our town centres.

The visual signals of progress are all around. Major developments are underway and a series of planning applications have reached an advanced stage. We are building; and we are working in partnership with others who want to invest in our places.

Our commitment to grow the cultural offer of our places has been reflected in a fundamental change in the way that Council backed cultural activity is managed and delivered - over the past six months we have seen the culmination of the project to deliver a new cultural Trust for Worthing. We have also stepped up our work to understand how we can best support our creative industries; and this has led to partnership work on a number of new projects that will come forward as we take Platforms further.

Platform Highlights : last six months

Teville Gate House - demolition of the former Inland Revenue Office was completed and the new 5 storey HMRC 'hub' building has begun to emerge apace. The new scheme will be completed by the end of next year and bring up to 900 staff into this central location. Work to commission the accompanying public realm scheme to replace Railway Approach is underway. This project will mark a major improvement to the gateway to the town.

Adur Civic Centre (Phase 2) - over the past 6 months we have completed a development agreement with Hyde Homes to deliver 170 new homes as part of a mixed use scheme that will also provide flexible business space. Work on the preparation of a planning application has also begun.

Worthing Theatres & Museum Cultural Trust - the new Cultural Trust came into being on the 1st November - in time for the panto season. The Trust is preparing an exciting programme for next year and will be working closely with the Borough Council on the 'Let the Light in' project for the Museum.

Fulbeck Avenue, Worthing - we completed a formal development agreement with Boklok UK to agree a plan for approximately 150 new homes at Fulbeck Avenue, Worthing, together with an overarching agreement to deliver 500 further homes in collaboration. This potential for a modular approach to help people enter the housing market has attracted a great amount of public interest nationally and internationally..

The Joint Area Action Plan for Shoreham Harbour - is now adopted. This project is a great example of effective Partnership working and provides the detailed planning framework to ensure the delivery of the project (the regeneration of the Harbour delivering sustainable homes and employment floorspace).

Gigabit Adur & Worthing - additional funding secured from Coast to Capital and West Sussex business rate pool to expand the public sector scheme, creating 90 council sites with full fibre connections across our area. This has been followed by the announcement of a £25m scheme for fibre to 50,000 homes, with construction work now underway from 2019-2022.

Challenges

The broader, strategic challenge for our financial economies will be to understand the '**new economy**' and where our interventions can be made to best effect.

Our **long term economic resilience** will be aided by a good understanding of the different sectors that make up our financial economies. Accordingly, one of our key challenges is ensuring that we have **access to good data** and that we are able to move swiftly to interpret it and take appropriate action.

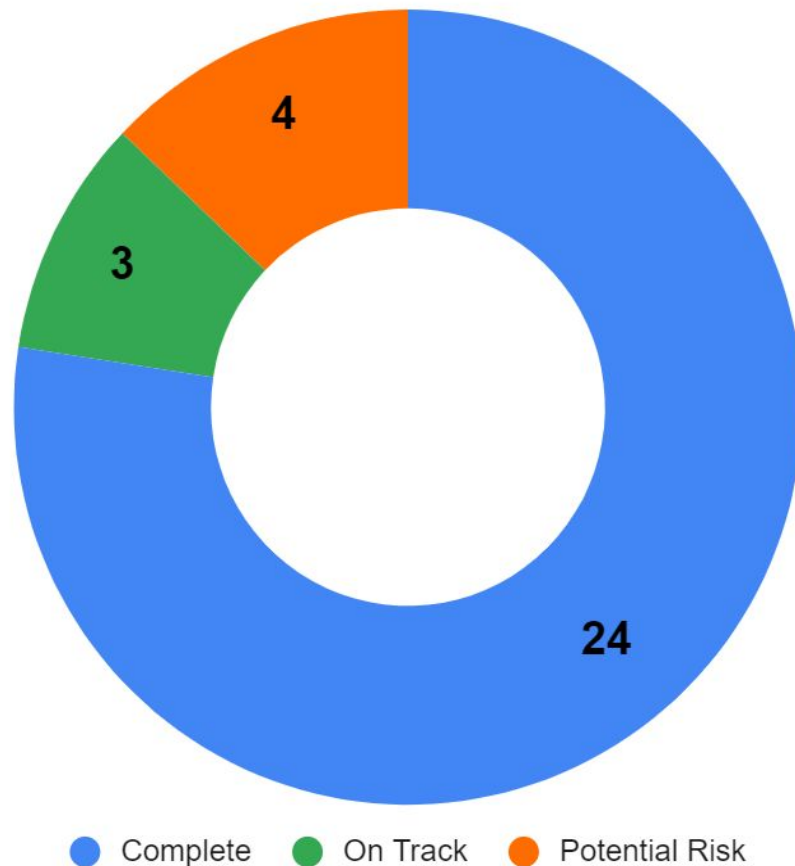
Future Focuses

Strategic partnerships - to support our financial economies and our business communities we will be stepping up our work with a range of different partners to ensure that our places benefit from investment in **digital infrastructure; learning and skills; and sustainable transport improvements**. We will maintain our support for the development of a **strong cultural offer** in our places and work in partnership with those looking to foster new talent and skills in the creative industries, as well as promoting inclusive opportunities for participation.

We will be working with our businesses to support **innovation and clean growth** together with the skills needed to deliver.

We will be developing a '**town centre framework**' to promote the vitality and distinctiveness of our town centres; and will be working with our partners to explore opportunities to deliver learning and business spaces to help our local businesses to thrive.

Commitment Tracker



Overview : last six months

Across all teams, there has been sustained high levels of activity to enable and support our communities to be healthy, well and build resilience, whilst providing a safety net for the most vulnerable.

Strategically we are using service design approaches to ensure that resources across Housing and Wellbeing, are aligned in ways that support prevention. Preventing homelessness, unemployment, ill health or debt and working in ways that build on strengths and enable our communities to build skills, health and their ability to thrive. Additionally, we recognise the need to continue to work systematically with our partners and leverage external resources and expertise into our communities to support this work. Hence our continued focus on partnership work to support some of our most vulnerable communities (such as those sleeping rough, where in partnership with others we have successfully been awarded £340,000), or for those wishing to extend their digital and employment skills, where we have secured an additional £95,000.

Operationally the scale and scope of delivery continues at pace in all areas; whether this be the expansion of the “Opening Doors” scheme, the demolition of Cecil Norris House to make way for 15 new homes, securing £95,000 for our OneStopJunctions, supporting digital and employment skills, Beat the Streets, (which galvanised 16,256 people into action across Adur and Worthing) or the public engagement at Brooklands Park this summer and autumn, the impact on our people and places is tangible.

Platform Highlights : last six months

Preventing Homlessness - Our innovative social lettings agency “Opening Doors” now has more than 20 properties with more in the pipeline. All tenancies to date have been successful with no evictions or bad debts.

We continue to work across boundaries to maintain a systemic focus on preventing homelessness, and in six months we have prevented or relieved homelessness for 166 households.

Rough Sleepers - In November, the Rough Sleeper count across Adur and Worthing stood at seven, the lowest it has been for some years. The work we are leading with systems partners to support these vulnerable people is recognised nationally and team members have been invited to present their work to the next MHCLG Rough Sleepers Initiative partners meeting.

We have also been working with, WSCC, Turning Tides, Coastal CCG, and other partners we have secured more than £340,000 from Public Health England to support access to health services for those rough sleeping.

Building New Homes - Having appointed a senior development manager we are now taking forward our in-house capability to building new homes. 101 North Rd Lancing our first development has new tenants and Cecil Norris House is being demolished. The Downview in Worthing is being refurbished and planning permission has been secured for Downview Phase 2 and Rowlands Rd, to provide valuable additional temporary accommodation.

We are working with Boklok UK to agree a plan for approximately 150 units at Fulbeck Avenue Worthing and an overarching agreement to deliver 500 units in collaboration between the two organisations.

Adur Homes - The Adur Homes capital works programme is progressing well and work at Southwick Square is complete and we plan to commence works on four other blocks in the spring of 2020. Contracts have been awarded for fire safety works to sheltered schemes.

The number of residents using the online portal to report a repair is increasing month on month and the number of VOID properties across Adur Homes fell to its lowest level in recent months (17) as turnaround times have improved.

Regulating private tenancies - We responded to 174 enquiries about housing conditions, issued 31 enforcement notices including three Prohibition Orders and two Emergency Prohibition Orders, and issued four Civil Penalty Notices for a total of over £40,000

Leading on healthier communities - Adur & Worthing senior officers continue to co-chair the Local Community Networks in Adur and Worthing supporting these networks of Health and Community professionals to learn together and act together to improve outcomes for our communities, using the ‘Start Well, Live Well, Age Well’ framework to guide our activity.

Beat the Streets ran successfully for 6 weeks June-July 2019. 16,256 people played the game and collectively covered over 149,000 miles.

More than 400 people were supported by a Wellbeing Advisor in the period to November - higher in both areas than this time last year.

Going Local (Social Prescribing) has received 435 referrals received from 14 surgeries in this period (2,041 total).

Supporting young people - The *Find it Out Plus* project (which is a partnership between the CCG, WSCC and the YMCA - led and driven by Adur & Worthing officers, is aimed at supporting young people's emotional wellbeing and mental health, by providing one front door for them to access support), has recruited two new posts and began a public consultation with young people, to co-design the way in which the project will develop. We are also seeking to embed a university researcher into the team to support ongoing evaluation of the approach and outcomes.

Skills and Employment - Our Design Council Work and Skills programme has moved into the delivery phase and we will be sharing our learning at a national LGA event.

We secured £95,000 funding deliver journey to work and a Money Mentor programme as part of our OneStop Junction.

Our Peer Support Programme has 37 Digital Tutors who support 12 weekly sessions over the year (conducting £9,000 of free volunteer hours) working with 14 Digital network Partners. This year 11 of our Volunteers found employment and five gained new qualifications.

Our Employment Programme including the Rough Sleepers Initiative, has supported 104 unemployed clients offering 121 assessment appointments to

set up an individual action plan focusing on gaining new skills or placements including advocacy support.

Connected communities - The Thriving Connections Project around Loneliness and Social Isolation at all ages will be supporting a network event 'The Opposite of Lonely' in December 2019 to share ideas and build a movement.

A tender process for Eastbrook Manor was carried out and a new group has been selected to manage this centre Sussex Community Development Association, who we hope will start to occupy the centre from early 2020.

Bereavement Services - Our bereavement services team, for the first time held an Open Day at the Worthing Crematorium, welcoming more than 100 visitors, hosting talks and workshops on many aspects of end of life care and supporting the bereaved.

Challenges

Temporary accommodation demand continues to rise - The number of households needing temporary accommodation, particularly in Worthing continues to rise. Whilst we have made good progress sourcing accommodation, attracting landlords to the Opening Doors scheme; securing move on accommodation for those in supported housing and in temporary accommodation continues to be a challenge across our districts. As we start to develop our new Housing Strategy for 2020 these will continue to be high on our agenda.

New solutions for supported housing - We have worked closely with partners across West Sussex to mitigate the worst risks of the cuts to supported housing funding, however there is still a significant reduction in the resource that is available and the full impact of this is yet to be experienced.

Ongoing funding to support rough sleepers - Funding from MHCLG Rough Sleeper Initiatives ends in March 2020, a new one year funding stream has been released to all Local Authorities (previously restricted to named authorities) indicating that securing the funds we need will be a challenge as demand on the fund will be high.

Adur Homes tenants transitioning to Universal Credit - As more tenants of Adur Homes transition to Universal Credit, rental income is likely to be impacted by increased rent arrears, however we will work with tenants to support their money management and agree direct payments arrangements where possible.

Providing safer homes - We continue to identify and carry out necessary fire safety improvement works to ensure all flats within Adur Homes stock are compliant with necessary legislation.

Adur and Worthing still has the highest number of high rise flats within West Sussex therefore we need to continue to carry out joint inspections with West Sussex County Council particularly in response to the Grenfell Fire report.

Addressing Anti-Social Behaviour - Our long standing programme of work to tackle Anti-Social Behaviour (ASB) continues. However ASB issues in our town centre and surrounding parks and spaces have heightened over the

last few months. Work has been focused on developing our approach to dealing with these issues whilst balancing a good level of assertive support. This has been challenging due to the complexity of a few individuals and the length and duration of the legal work needed to address behaviour.

We have also been experiencing a number of small but significant issues around youth related crime and disorder, which has concerned organisations due to the age of some of the perpetrators. We are working with the Police, WSCC and other partners to understand and respond to these issues at an individual and systemic level.

Future Focus

A new housing strategy - We are currently engaging with a range of stakeholders to support the development of the Councils' Housing Strategy 2020, very much building upon the work that has been achieved to date.

New rough sleeper initiatives - We are working closely with MHCLG to ensure our ongoing success in delivering good services for those who sleep on our streets and crucially support them into long term accommodation. In December this year we will mobilise the new project, funded by Public Health England.

Delivering new homes - The Housing development at Albion Street is on track for whole site development by Adur District Council in 2020 and the Hidden Homes design team procurement is underway. This team will start to look at options in more detail with a report coming to Joint Strategy Committee in early 2020.

Preparations are underway for a major refurbishment of buildings in Rock Close, Lock Court, Bushby Close and Beacroft Place. It is expected that work will begin in Spring 2020.

Ensuring those in need are housed - We will complete the review and launch the Allocations Policy to ensure those in most need have access to social housing. Commence consultation process for the implementation of a selective licensing scheme to improve housing standards in private rented accommodation.

Bereavement Services - Our Bereavement services team is developing a customer survey and use the feedback to further develop our services and offer. They are also planning a Christmas memorial service at the Crematorium.

Developing our partnership with WSCC on Public Health - Social prescribing is being enhanced through the additional money for Primary Care Networks and therefore focus will be on developing the team and the outcomes needed for this work in line with a West Sussex approach.

Our work on the Wellbeing Hubs programme will continue to develop and form the focus of a partnership approach with WSCC.

Engaging Young people - The focus we take around young people will form part of our review work to ensure that we work more effectively with our partners and communities.

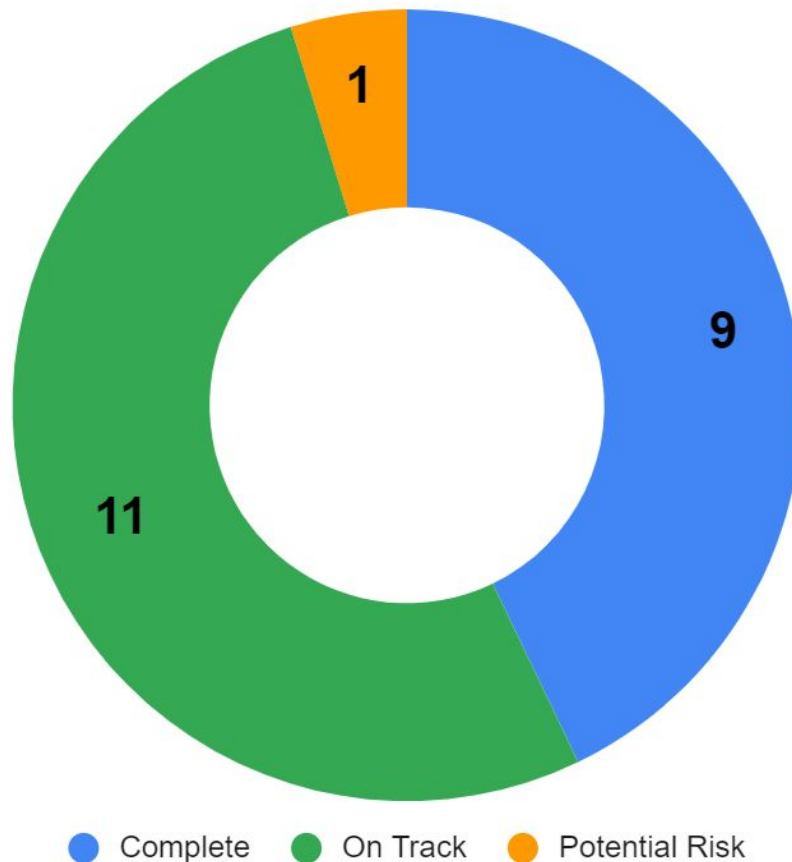
Safeguarding vulnerable residents - We have more work to develop our approaches across the Councils to safeguarding and with WSCC especially

around the adults agenda where some of our referrals are not being accepted.

Championing volunteering among the Councils' staff - There will be a refresh and reboot of the Councils' volunteering policy and approach to support of charities at work, called Giving.

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Commitment Tracker



Overview : last six months

In recent months, we have seen a significant acceleration in activity in the sustainability agenda from a good baseline position. The most significant strategic development has been with the councils' declaration of **Climate Emergency** in July, through which the councils committed to work towards becoming **carbon neutral by 2030** and to produce a plan to achieve this. The plan is brought for approval to this committee in a separate paper ahead of the January 2020 target for its completion. As such, Adur & Worthing Councils become the first local authority in East or West Sussex to develop their plan backing up their Climate Emergency declaration.

We have also received confirmation of a major £32m government funded project which will see Adur & Worthing leading nationally on the testing and trialling of multiple, connected, **smart local energy systems**, details of which will be presented to this Committee in January 2020.

Our work to engage with the wider community on the sustainability agenda is building, with the councils hosting an event for those involved in our **local food** system in September, exploring how to improve support for local producers and sellers. A **Climate Conference** is being organised for March 2020.

Platform Highlights : last six months

The development of **easitAdur & Worthing**, a travel discount scheme for employees of the council and businesses across Adur & Worthing now available to 25,000 employees.

The establishment of **LEAP**, the Local Energy Advice Partnership with Agility Eco, and West Sussex local authorities. This has benefited 121 residents with home energy visits where 528 energy saving measures installed, giving savings of £232,000 through energy savings, energy switching and benefits identification.

Following commitment to become **Plastic Free** and reduce the use of single use plastics, the councils have delivered a range of actions including supporting the launches of a further three community campaigns: **Plastic Free Worthing** (Transition Town Worthing), **Refill Shoreham-by-Sea** (Emma Criddle) and **Refill Lancing** (Keep Lancing Lovely).

Installed a further 20kW **Solar PV array** on the Shoreham Centre to deliver a predicted 32 tonnes of carbon savings annually from this and the Portland House 30kW PV array.

Developed a draft Adur & Worthing **Local Cycling and Walking Infrastructure Plan** as first take steps towards developing safer and easier cycling and walking provision across Adur and Worthing.

The **bathing water quality** in Adur and Worthing has been maintained or improved, with Shoreham Beach rising to Excellent from Good this year.

Our **Brooklands Park** summer and autumn events have welcomed several

hundreds of families to the park to engage in activities as far ranging as building bug hotels to pumpkin carving. In October we shared the next iteration of the Masterplan for the park to those who attended the Halloween half term event.

In July 2019 JSC approved the purchase of the first vans for the council fleet as part of the planned transition of the **council fleet to ultra low emission vehicles** as part of the fleet replacement programme.

For 2019 there was one new **Green Flag award** obtained for our parks. For 2020, there will be 2 new sites submitted for the award. All the management plans have been rewritten for all of the present sites to ensure that biodiversity is a major aspect of the plans. Ensuring that for the plans going forward over 5 years that there is an increase in biodiversity and change in our landscape management to enable this.

Challenges

Meeting the **carbon neutral target for 2030**. The Carbon Reduction Plan provides a robust and ambitious plan which will require resources and major transitions in a number of areas, including the development of strategic options for offsetting.

Securing the **commitment** of other organisations, businesses, communities and individuals to adopt similarly ambitious carbon reduction plans to deliver carbon reduction area wide will be very challenging and require significant leadership and engagement for the long term.

Future Focuses

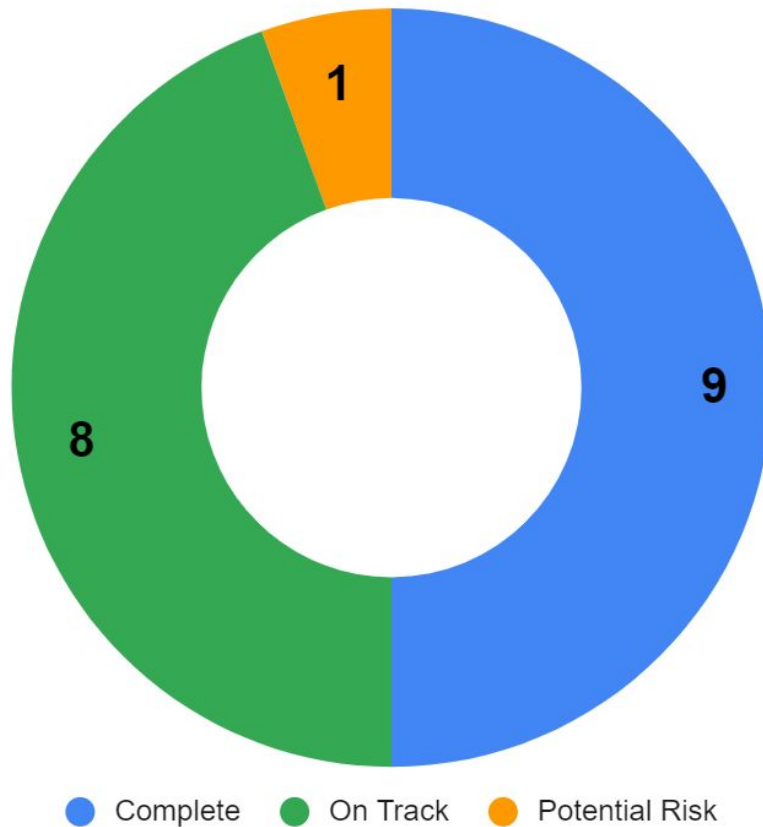
Four new areas have been identified for inclusion into the refreshed Sustainable AW framework: **shared leadership, food, climate resilience and land use & planning.**

A range of **community engagement events** are being organised for 2020

A **quarterly publication *Sustainable AW*** will provide a communications platform for both council stories and stories from community groups and other organisation to share progress, and build an increasingly active network.

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Commitment Tracker



Overview : last six months

Our “**Effortless**” customer services programme has driven a wide range of improvements in how we support our customers. There are now **45 customer champions** across the organisation, helping deliver a range of improvements and working to meet our new **Good Service Standards**. Training has been developed for complaints handling, plain english and good customer service, and customer satisfaction ratings in the contact centre are very high, with **94%** feeling their query was handled fairly, and **98%** reporting our agents as dealing with them politely. The percentage of calls answered has markedly improved, supported by the delivery of **online self service** in several areas.

Our digital team has worked well with service areas to deliver online services, notably a new improved **garden waste service**, accompanied by a number of improvements to **route optimisation** and delivery scheduling that have significantly supported the transition to **alternative weekly collections**. Take up of the Adur Homes repair service has improved with increased promotion, and the Revenues & Benefits transformation programme has made good progress with a text message payment reminder service about to launch.

A **garden waste advertising campaign** has been very successful, tied in to the launch of the online service, with sales on course for 100 new subscriptions in November alone.

Both Councils' **Strategic Property Investment Funds** have well exceeded their income targets, and in 2018/19 **procurement savings of £356,000** were delivered, substantially exceeding the £200,000 per annum target.

Platform Highlights : last six months

- **Online garden waste service** launched, allowing rolling 12 month subscriptions and online payment.
- **Website refresh** project launched with customer research phase underway.
- Garden waste **advertising campaign** launched, successfully increasing sales.
- Continued successful delivery of the **strategic property investment fund**.
- Successful development of the **budget strategy for 2020/21**.
- National leadership of a project to develop a **service design apprenticeship**, across private and public sectors

Challenges

- We will focus on the development of a **strategic asset management**

plan, enabling longer term planning for the improvement and maintenance of our estate.

- Developing further approaches to **digital inclusion** to accelerate uptake of online services.
- Maintaining the higher levels of service achieved in 2019 in the **contact centre**, in the context of budget savings requirements.

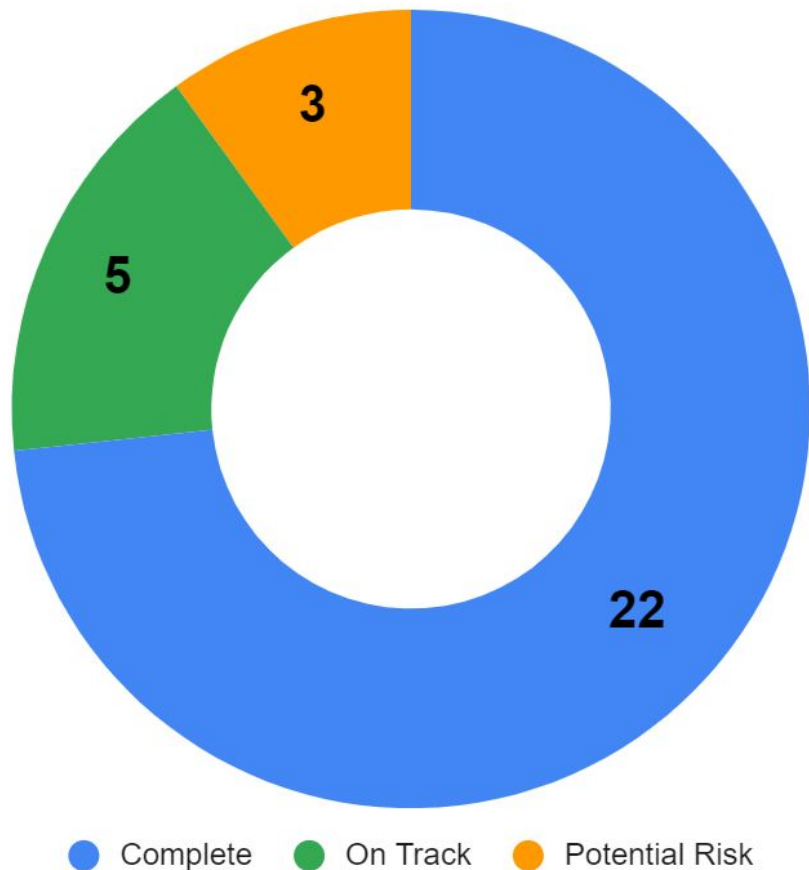
Future Focuses

- Increased focus on our **commercial services**, business development, sales and marketing.
- Further focus on developing our **SameRoom service design** practice and methods, helping services undertake customer-centred service change.
- Creation of a **Facilities Management procurement framework**, establishing a stable of accredited suppliers to support facilities management across Adur Homes, corporate, commercial and community properties.
- Development of a **strategic asset management plan**.
- Delivery of the **Effortless** customer service improvement programme.

- Deeper implementation of our **CRM** (customer relationship management system) is needed to improve visibility of progress in the contact centre. This work is underway.
- Development of a single **digital asset management system** for use by multiple teams to improve efficiency of fieldwork, issue reporting, data management and access.
- Full implementation of a new **HR & Payroll system**
- Delivery of a **new public website**, increasing accessibility to our new online services.

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Commitment Tracker



Overview : last six months

Central to the approach outlined in *Platform for our Places* has been the need for the Councils to reposition themselves and work with partners to respond to the opportunities and challenges our communities face. Over the past six months we have continued to engage and take-up positions of leadership across our communities and region. As we look forward to going further to develop the position of the Councils and our places, building on our 'Platforms approach'.

Platform Highlights : last six months

LGA Awards 2020: Shortlisted as one of six for Council of the Year. In recognition for our innovative way in delivering services and leadership within our communities based on our Platforms approach.

Engaging our Communities: The Councils published draft principles and staff toolkit to inform our communities understanding, and assist the Councils' staff in how the Councils design, manage and conclude engagement activities. This will be finalised in early 2020.

Leadership in our City Region: The Leader of Worthing Borough Council has taken up the Chairmanship of the Greater Brighton Economic Board. He is also representing District and Boroughs regionally on the boards of the Coast to Capital Local Enterprise Partnership and Transport for the South East.

Preparing for EU Exit: The Councils have actively monitored monitor developments at a local, regional and national level in preparation for EU Exit.

We have engaged with partners across the public, private and community and voluntary sectors to stay informed about any emerging issues and ensure effective planning for any possible impacts to our communities.

Supporting Democratic Participation: Organising the conduct of the General Elections across Adur and Worthing on 12 December.

Launching the **Modern.Gov Committee System** including new website to display information about committees and Elected Members. This will make it easier to search for information on the website and provide a publicly available app which makes the use of tablets at meetings (and prior to them) a much more accessible option. Committee agendas and reports can now be viewed at [Modern.Gov - Committee Structure](#)

Challenges

Responding to uncertainty and change: Ongoing uncertainty about EU Exit presents challenges for our partners. We have engaged with strategic partners so that we are in a better position to discuss appropriate supports when they are identified. Change in leadership at West Sussex County Council also requires the Councils to engage with its new leaders to reaffirm and identify new opportunities to work together.

Future Focuses

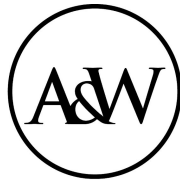
Engaging with our Businesses: We will seek to expand our business network, including through the Adur and Worthing Business Partnership, to

allow new partnerships to be created. This includes getting 'out and about' and visiting more businesses.

We also need to work with key town centre partners to demonstrate real partnership working and added value, and significantly shift the aesthetic feel of our town centres, especially Worthing and Lancing.

Digital Council: We will continue to integrate our digital enhancement approach for both Councils and Committees.

Platforms for our Places: Going Further: We will now move to the next iteration of the Councils' approach and ambition for our places. While *Platforms for our Places: Going Further* represents a revised approach it will retain the broad thrust in its predecessor.



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2020

Ward(s) Affected: All

Referral of Motion on Notice to the Joint Overview and Scrutiny Committee

Report by the Director for Communities

1. Purpose

- 1.1. This report sets out a motion (attached as Appendix 1) referred from the meeting of Worthing Borough Council on the 17 December 2019.
- 1.2. Members of the Joint Overview and Scrutiny Committee are asked to consider and determine the request as set out in the Motion.
- 1.3. Members can accept the request in the motion and ask for further work to be carried out in this regard, or, members can reject the request in the motion.

2. Recommendations

- 2.1. That the Joint Overview and Scrutiny Committee accept the motion and determine how further work is carried out; or,
- 2.2. That the Joint Overview and Scrutiny Committee reject the motion.

3. Context

- 3.1 At its meeting on the 17 December 2019, Worthing Borough Council received a motion from Councillor Bob Smytherman and seconded by Councillor Martin McCabe, details of which can be found in appendix 1.
- 3.2 The motion submitted to Council contained subject matter that is within the remit of both the Joint Overview & Scrutiny Committee and the Joint Strategic Committee, as defined in para 14.4.1 of the Council's Procedure Rules. Therefore, it was moved and seconded, immediately noted by the Council and referred without debate to the Joint Strategic Committee for consideration and determination and referred without debate to the Joint Overview & Scrutiny Committee.
- 3.3 Where a motion has been referred by Full Council to the Joint Strategic Committee or Joint Overview and Scrutiny Committee, the mover, or the seconder in the absence of the mover, shall be entitled to attend the relevant meeting of the Executive and explain the motion. Councillor Catherine Smytherman has been made aware that the motion has been referred to this Committee.

4. Issues for consideration

- 4.1 The Joint Overview and Scrutiny Committee can either accept or reject the request as set out in the motion.
- 4.2 Should the Joint Overview and Scrutiny Committee accept the request within the motion then the Committee should determine how it wishes to carry out the request

5. Financial Implications

- 5.1 There are no direct financial implications in consideration of this request, although all reviews carried out by the Committee require use of Council resources.

6. Legal Implications

- 6.1 Rules concerning motions are set out in the Council's Constitution under paragraph 14 of the Council's Procedure Rules.

Background Papers

Motion to Worthing Borough Council on 17 December 2019

Officer Contact Details:-

Chris Cadman-Dando

Democratic Services Officer

01903 221364

chris.cadman-dando@adur-worthing.gov.uk

Council Motion on food-banks

Worthing Borough Council:

- Commends the invaluable work done by local charities, churches and food banks in Worthing to support people facing food poverty and crisis;
- Requests the Joint Overview & Scrutiny Committee to work with local organisations and develop recommendations for a Food Poverty Action Plan for Worthing & Adur;
- Requests that the Executive investigate ways to practically support the work of local Food Banks & the Worthing Soup Kitchen.

Proposed by Councillor Bob Smytherman and seconded by Councillor Martin McCabe



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2020

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.

2. Recommendations

2.1 That the progress in implementing the Work Programme for 2019/20 be Noted.

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 21 November 2019 and also by both Councils in December 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 and this was done at the Council meetings in December 2019.

5. Engagement and Communication

- 5.1 The JOSC Chairmen, Vice-Chairmen and the Councils Leadership Team 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:-

Mark Lowe

Scrutiny and Risk Officer

Tel: 01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

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

2. Social

2.1 Social Value

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

2.2 Equality Issues

Matter considered and no direct issues identified.

2.3 Community Safety Issues (Section 17)

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

2.4 Human Rights Issues

Matter considered and no issues identified.

3. Environmental

Matter considered. 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

- 4.1 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

| <u>Date of meeting</u> | <u>Items for discussion</u> | <u>Report Author</u> | <u>Executive Members to be invited</u> | <u>Change to original Work Programme?</u> |
|-------------------------------|--|--|--|--|
| 20 June 2019 | Annual JOSC report for 2018/19 Report from the Transport issues Working Group | Joint Chairmen of JOSC 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 was 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 | |
| | Report from the Climate Change 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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WORTHING BOROUGH
COUNCIL

Worthing Executive
3rd February 2020
Agenda Item x
Joint Overview and Scrutiny Committee
30th January 2020
Agenda Item x
Key Decision [No]

Ward(s) Affected: All

BUDGET ESTIMATES 2020/21 AND SETTING OF 2020/21 COUNCIL TAX

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

1.1 This report is the final budget report of the year, the culmination of the annual budgeting exercise, and asks members to consider:

- The final revenue estimates for 2020/21 including any adjustments arising from settlement;
- An updated outline 5-year forecast; and
- The provisional level of Council Tax for 2020/21, prior to its submission to the Council for approval on the 18th February 2020. This will be subject to any proposals to change the draft revenue budget following the consideration of the budget by the Executive.

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, digital transformation and strategic property investment. The current budget strategy is having a significant effect on how the Councils will be funded in the future with increasing income generated from commercial income and rents. However, following the delay to the fairer funding review, the challenge still remains significant for 2021/22, with the earlier identification of initiatives to bridge the emerging budget gap a priority.

1.3 These budgets reflect the Councils' ambitions set out in *Platforms for our Places*, and agreed savings proposals contributing to the financial sustainability of the Councils. The report also updates members about the impact of the draft 2020/21 settlement.

1.4 The major points raised within the report include:

- A full update on the impact of settlement. The Council should prepare itself for a continuation of the reduction in Government resources for 2021/22 and beyond (see section 4.2) ;
- Highlights the proposed funding for initiatives to support the Councils' ambitions set out in *Platforms for our Places - Going Further*;
- Details the proposals to invest in services outlined in Appendix 2;
- The Executive will need to consider whether to increase Council Tax by 2.0% or by a lower amount (paragraph 5.11).

1.5 The budget is analysed by Executive Member portfolio. In addition, the draft estimates for 2020/21 have been prepared, as always, in accordance with the requirements of the Service Reporting Code of Practice for Local Authorities (except in relation to pension costs adjustments that do not impact either on the Budget Requirement or the Council Tax Requirement).

1.6 The Police and Crime Commissioner (PCC) has previously consulted on an increase to the Council Tax for 2020/21 of £5.00 or 2.63%, however the PCC has yet to be informed of the referendum criteria for 2020/21. The proposed 2020/21 budget is due to be considered by the Sussex Police and Crime Panel (PCP) on 31st January 2020. If the proposals are vetoed by the PCP, revised proposals will be considered by the Panel on the 17th February 2020 at which point the Commissioner will be in a position to confirm the Council Tax for 2020/21 just in time for Council on the 18th February 2020.

1.7 The draft Local Government Settlement allows Councils to increase core Council Tax by up to 2% which is in addition to the 2% Council Tax increase permitted specifically to support adult social care services. Therefore a maximum Council Tax increase of 4% for Councils with social care responsibilities is allowed.

1.8 The precept for West Sussex County Council has not yet been finalised and will not be confirmed until 14th February 2020. The formal detailed resolution setting the overall Council Tax for next year will be presented direct to the Council Meeting on 18th February 2020.

1.9 The following appendices have been attached to this report:

- (i) **Appendix 1** 5 year forecast for Worthing Borough Council

- (ii) **Appendix 2** Proposals for investment in services
- (iii) **Appendix 3** Estimated Reserves
- (iv) **Appendix 4** Council Tax base for 2020/21
- (v) **Appendix 5** Summary of Executive Member Portfolio budgets for 2020/21

1.10 Due to the timing of the Joint Overview and Scrutiny Committee, there may be some minor alterations to the report prior to considerations by the Executive in February.

2. Recommendations

2.1 The Joint Overview and Scrutiny Committee is asked to consider the report and make any comments on the budget proposals for Worthing Borough Council (including the proposals for Council Tax) to the Worthing Executive.

2.2 The Executive is recommended to:

- (a) Consider and approve, if agreed, the proposals to invest in services outlined in Appendix 2;
- (b) Agree to recommend to Council the draft budgets for 2020/21 at Appendix 5 as submitted in Executive Member Portfolio order, and the transfer to Reserves leading to a net budget requirement of £13,357,910, subject to any amendments agreed above;
- (c) Consider which Band D Council Tax to recommend to Council for Worthing Borough Council's requirements in 2020/21 as set out in paragraph 5.11; and
- (d) Approve the Council Tax base of 39,269.50 for 2020/21 as set out in paragraph 12.3.

3. INTRODUCTION

3.1 The Joint Strategic Committee considered the 'Becoming financially sustainable - Revenue Budget Strategy for 2020/21' on 9th July 2019. This report outlined the financial context, the key budget pressures and the budget strategy for Adur and Worthing Councils. The report built on the strategy first proposed in 2015/16 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 and business rates.

3.2 To address the known pressures and to realise its ambitions set out in *Platforms for our Places*, the Councils have set-up several strategic programmes delivering new income and savings for the next 5 years:

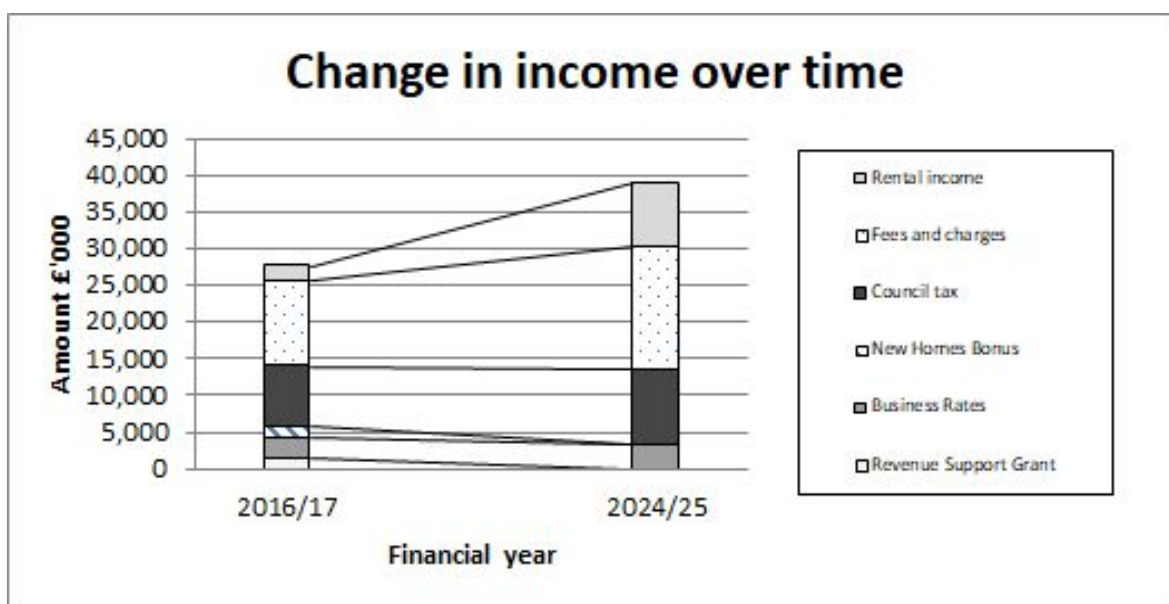
- The Major Projects programme will lead on delivering regeneration projects to increase employment space and additional housing;
- The Service Redesign programme leads on the delivery of the Digital Strategy and ensures that the benefits are realised from this programme of work;
- The Strategic Asset Management programme will lead on delivering the income growth associated with the Strategic Property Investment Fund;
- The Commercial programme develops initiatives to promote income growth from commercial services and seeks to improve the customer experience; and
- 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.

For 2020/21 the Service Redesign programme, the Commercial programme and the Strategic Asset Management Board were set explicit targets as part of the budget strategy.

3.3 The successful delivery of our strategy fundamentally changes how the Council is funded while pursuing transformational approaches to how we deliver services and work with our partners. The Council is moving increasingly away from government funding towards funding from the local

community via Council Tax and Business Rates, and will become increasingly reliant on income from commercial activities over time.

| Total budgeted income | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Revenue Support and other grants | 1,354 | 553 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| New Homes Bonus | 1,599 | 1,388 | 1,221 | 1,042 | 524 | 290 | 68 | 0 | 0 |
| Business Rates | 2,809 | 3,020 | 3,359 | 3,516 | 3,342 | 3,072 | 3,133 | 3,194 | 3,254 |
| Council Tax | 8,277 | 8,507 | 8,874 | 9,146 | 9,493 | 9,753 | 9,988 | 10,229 | 10,475 |
| Income from taxation | 14,039 | 13,468 | 13,461 | 13,704 | 13,359 | 13,115 | 13,189 | 13,423 | 13,729 |
| Fees and charges | 11,672 | 12,307 | 12,806 | 13,083 | 13,904 | 14,612 | 15,334 | 16,071 | 16,822 |
| Commercial rent income | 1,928 | 2,861 | 3,766 | 6,714 | 7,248 | 7,493 | 7,743 | 7,998 | 8,610 |
| Income from commercial activity | 13,600 | 15,168 | 16,572 | 19,797 | 21,152 | 22,105 | 23,077 | 24,069 | 25,432 |
| | | | | | | | | | |
| Total income excluding specific grants | 27,639 | 28,636 | 30,033 | 33,501 | 34,511 | 35,220 | 36,266 | 37,492 | 39,161 |



- 3.4 The subsequent report to the Joint Strategic Committee, on 3rd December 2019 updated Members as to the latest budgetary information and the forecast shortfall was revised as follows:

| Worthing Borough Council | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Overall shortfall – July forecast | 3,123 | 4,456 | 5,349 | 6,034 | 6,624 |
| Overall shortfall – December forecast (including net approved growth) | 2,546 | 4,127 | 5,084 | 5,764 | 6,410 |
| Increase / (Decrease) in shortfall | -577 | -329 | -265 | -270 | -214 |
| Overall shortfall – December forecast | 2,546 | 4,127 | 5,084 | 5,764 | 6,410 |
| Savings identified in December 2019 report | -2,532 | -3,233 | -3,986 | -4,636 | -5,638 |

| | | | | | |
|---|----|-----|-------|-------|-----|
| Revised budget shortfall/Surplus(-) as at December 2019 | 14 | 894 | 1,098 | 1,128 | 772 |
|---|----|-----|-------|-------|-----|

3.5 The 2020/21 savings proposals identified within the report amounted to £2,532,000.

3.6 Since the meeting in December, the Worthing Borough Council budget has been finalised and the last adjustments have been included subject to the final considerations about the level of Council Tax and any proposals to reinvest back into services. Overall, therefore, the current financial position of the Council for 2020/21 can be summarised as:

| | £'000 |
|---|--------------|
| Original 2019/20 budget shortfall | 3,123 |
| <i>Changes to income from grants and taxation:</i> | |
| (a) Improvements to the income from Council Tax | -136 |
| (b) Impact of current Council Tax Collection Fund deficits | 31 |
| (c) Impact of delay to fairer funding review | |
| - Delay to consolidation of homelessness grants into retained business rates | -120 |
| - Improvements to retained business rates | -283 |
| (d) Net impact of Business Rate Collection Fund deficit | - |
| <i>Other changes:</i> | |
| (e) Further increase in the cost of the temporary and emergency accommodation | 100 |
| (f) Reduction in employers pension contribution expected from 2019 triennial valuation. | -221 |
| (g) Reduction in commercial rent income | 30 |
| (h) Reprofiling of capital programme | -105 |
| (i) Net committed growth items identified by Service Heads in December | 207 |
| (j) Removal of contingency budget for new committed growth items | -80 |
| Revised Budget Shortfall as at 3rd December 2019 | 2,546 |
| <i>Impact of Settlement</i> | |

| | |
|--|--------------|
| Final change to business rate income following confirmation of the tariff and new multiplier (includes other minor changes to grants). | -106 |
| <i>Adjustment for final items identified</i> | |
| Impact of increase in interest rates on capital programme financing net of any reprofiling of the capital programme | 20 |
| Further reduction in commercial rental income following recent negotiations of new rent for retail properties | 35 |
| Increase in Council Tax income | -50 |
| Revised Budget shortfall | 2,445 |
| Less: Net savings agreed in December (excluding those related to increased Council Tax) | -2,483 |
| Budget surplus based on a 2% Council Tax increase (before any further action is agreed) | -38 |

4. 2019 SPENDING REVIEW AND 2020/21 LOCAL GOVERNMENT FINANCE SETTLEMENT

4.1 2019 Spending Review

- 4.1.1 The Spending Review 2019 (SR19) was published on 4 September 2019. This was a one-year only review covering 2020/21 with the intention for a multi-year review to be announced in 2020/21.
- 4.1.2 It was announced that departmental spending will increase by 4.1% in real terms, whilst keeping within the government's own fiscal rules. The Spending Review will deliver "the fastest real growth in day-to-day departmental spending in 15 years". This is a funding settlement that is very different to those that were announced earlier this decade, when spending was falling in cash terms.
- 4.1.3 The Chancellor was confident of keeping within the government's fiscal rules; although detailed forecasts will not be published until the Budget which is now due in March 2020.
- 4.1.4 Funding for Local Government would increase by 12.4% (£1.1bn in 2020-21). The bulk of the increase, however, is the increase in funding for the adult social care grants (£1.0bn). As the figures within the spending review are only shown to the nearest £100m, it is difficult to be precise, but it seems likely that the remaining funding for Local Government will increase in line with inflation (1.8%).

- 4.1.5 This showed that non-social care authorities will get only a modestly good settlement, however this was an improvement on previous assumptions which had planned for no overall increase in funding.
- 4.1.6 Councils were also informed of the likely referendum criteria. Authorities will be able to increase the Band D council tax by 2.0% for the basic element and a further 2.0% for the Adult Social Care precept. For social care authorities, this gives a maximum increase of 4.0%, which is higher than most were expecting. For districts (and potentially fire authorities as well), the 2.0% threshold is lower than the last two financial years when it was set at 2.99%.

4.2 **2020/21 Local Government Finance Settlement**

- 4.2.1 The government published the provisional local government finance settlement for 2020-21 on 20th December 2019 via a written statement. Consultation on the provisional settlement closed on the 17th January 2020.
- 4.2.2 Unusually, the Council already knew what to expect from settlement following the technical consultation on Local Government Finance Settlement for 2020/21 which was released on the 3rd October 2019. However the timing of settlement itself was uncertain.
- 4.2.3 From this consultation it was clear that the Government was now formally delaying 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 were 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.

- 4.2.4 There were no material changes in the draft Settlement which confirmed much of what was contained in the Technical Consultation, namely:

- ***Revenue support grant and baseline funding***

The 2020-21 settlement is effectively an extension to the four-year settlement that covered the period of 2016-17 to 2019-20. With the delay in both the Fair Funding Review and reform of business rates, combined with a one-year spending review, the 2020-21 settlement was only ever going to be a roll-over settlement. The operation of the funding schemes and the values within it have broadly been rolled-over either in cash terms from 2019-20 or increased in line with the change in the business rate multiplier.

Consequently, the Council will receive no Revenue Support Grant in 2020/21. Since 2015/16 the Council has seen Revenue Support Grant fall by over £2m.

| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---------------------------|---------|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Draft settlement | 2,043 | 1,194 | 453 | 8 | 0 | 0 |
| Decrease year on year (£) | | 849 | 741 | 445 | 8 | 0 |
| Decrease year on year (%) | | 41.56% | 62.06% | 98.23% | 100.00% | |

Whereas baseline funding (minimum amount of retained business rates) has increased in line with the business rate multiplier from £2,649,000 to £2,693,000 in 2020/21.

- ***Council Tax referendum thresholds***

The council Tax referendum threshold for District Councils was confirmed as the higher of 2% or £5.00 for a Band D property. For Worthing Borough Council, the Council can increase council tax by up to £5.00 (2.1%).

The current 5-year forecast assumes an increase of 2%. An increase in Council Tax would enable the Council to balance the budget and reinvest a minor amount back into priority services.

The options for the Council Tax increases are discussed in detail later in the report.

- ***New Homes Bonus***

New Homes Bonus (NHB) will continue for another year but the government very clearly intends to phase out the current scheme by 2023-24. For now, there is no change in the operation of the scheme for 2020-21: the scheme works in the same way and applies the same threshold (0.4%). The threshold means that NHB payments will only be made on an increase in the council tax base that exceeds 0.4%.

However, the major change in NHB is that the new amounts earned in 2020/21 will only be paid for one year only. In the following years (2021-22 and 2022-23), rewards will only be paid in respect of NHB secured in earlier years. NHB will effectively end by 2023-24.

Worthing Borough Council is entitled to an additional payment of NHB of £437,380 for 2020/21. However given the transitional nature of this payment, it is not proposed to use it to balance the budget. Instead it is proposed that this grant will be set aside to fund projects arising from 'Platforms for our Places - Going Further (2020-2022)' to be released in consultation with the Leader of the Council.

Overall the Council is expected to use the following amounts in NHB to support the budget over the next few years.

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--------------------------------------|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| NHB used to support the budget | | | | | |
| Historic allocations | 974 | 456 | 222 | 0 | 0 |
| 2019/20 allocation | 68 | 68 | 68 | 68 | 0 |
| Total NHB used to support the budget | 1,042 | 524 | 290 | 68 | 0 |
| One off payment in 2020/21 | | 437 | | | |
| Total New Homes Bonus | 1,042 | 961 | 290 | 68 | 0 |
| | | | | | |

The government is making very clear that it wants to replace NHB, with something that is more “targeted”. Any replacement is unlikely to distribute as much funding as the current NHB scheme does, or to be distributed in the same way. The Government will be consulting on the design of the new scheme early in 2020:

“It is not clear that the New Homes Bonus in its current form is focussed on incentivising homes where they are needed most. I am therefore announcing that the government will consult on the future of the housing incentive in the spring.

“This will include moving to a new, more targeted approach that rewards local authorities where they are ambitious in delivering the homes we need, and which is aligned with other measures around planning performance.”

4.2.5 Changes to local government funding in 2021/22 and beyond:

The Fairer Funding Review and the changes to the Business Rate Retention Scheme have now been delayed until 2021/22. However, the announcement of any significant changes in local government funding will have to wait until either the Budget (expected on 11th March 2020) or the Spending Review 2020 (which will follow in the Summer).

4.2.6 Summary of 2020/21 Local Government Settlement

In overall terms, the 2020/21 settlement revealed that District and Borough Councils received an increase in government funding of 2.21%, the first

overall increase for many years. For districts, this is significantly improved from last year's drop of 12.05%.

YEAR-ON-YEAR CHANGE FOR THE 2020/21 SETTLEMENT

| Class of Local Authority | 2019-20 Adjusted Settlement Funding Assessment | 2020-21 Settlement Funding Assessment | Overall increase in funding |
|--|--|--|-----------------------------------|
| | £million | £million | % |
| England | 15,807.53 | 16,157.38 | 2.21% |
| London Area | | | |
| London Boroughs | 2,713.34 | 2,757.55 | 1.63% |
| GLA | 2,147.14 | 2,182.94 | 1.67% |
| Metropolitan Areas | | | |
| Metropolitan Districts (including new combined authorities) | 4,104.57 | 4,286.58 | 4.43% |
| Metropolitan Fire Authorities | 198.57 | 201.8 | 1.63% |
| Shire Areas | | | |
| Shire unitaries with fire | 272.09 | 273.66 | 0.58% |
| Shire unitaries without fire | 2,739.81 | 2,784.99 | 1.65% |
| Shire counties with fire | 1,079.36 | 1,092.89 | 1.25% |
| Shire counties without fire | 1,683.26 | 1,699.82 | 0.98% |
| Shire districts | 568.52 | 571.38 | 0.50% |
| Shire fire authorities | 300.87 | 305.77 | 1.63% |

4.2.8 Members should be aware that the settlement figures quoted above are provisional only. The consultation period ended on 17th January 2020 with final settlement expected in February.

4.2.9 There were few significant changes at this late stage in previous years. If there are any significant changes arising from the final information members will be briefed before Council.

4.3 Update on current Business Rate Retention Scheme

4.3.1 The business rate retention scheme has now been in place for several years. There are two key features which members are reminded of:

- 1) There is a 'safety net' in place for any Council whose actual business rates income falls short of the target income for business rates. The safety net arrangements will be of 7.5% of Baseline Funding which is equivalent to a maximum fall in income below the baseline funding level of £201,940.
- 2) A 'levy' is in place for any Council whose business rates exceed the target set. The levy will mean that the Council can keep 50p of every additional £1 generated over its share of the business rate target.

For each additional £100,000 raised the Council will keep the following amounts:

| | Share of additional income | Additional Levy paid to Treasury | Kept locally |
|-----------------|----------------------------|----------------------------------|--------------|
| | £'000 | £'000 | £'000 |
| HM Treasury | 50 | | |
| County Council | 10 | 5 | 5 |
| Borough Council | 40 | 20 | 20 |
| | 100 | 25 | 25 |

4.3.2 The forecast for 2020/21 is currently being finalised. The 2020/21 NNDR return which underpins this forecast is due to be submitted by the 31st January 2020 and any substantial changes resulting from the final assessment of the business rate income will be managed through the business rate smoothing reserve which has been set up for this purpose.

4.3.3 Looking further ahead, the generation of additional business rates is one of the solutions to the Council's ongoing financial pressures especially in light of the Government's commitment to return all of business rates to Local Government. Members will be aware that there are several schemes progressing within the Council which will create employment space. Examples include: The Aquarena site, Union Place, Grafton, and Teville Gate.

4.3.4 Finally, it should be appreciated that there are still a number of risks associated with the business rate forecast:

- It is difficult to establish the number of appeals which are likely to come forward. There is no time limit on when an appeal might be lodged. However to date far fewer appeals have been received following the 2017 revaluation following the introduction of the new 'Check, Challenge, and Appeal' process by the VOA.
- Major redevelopments will temporarily reduce business rate income whilst the site is being redeveloped.
- Conversion of office blocks and retail space into accommodation will result in a permanent loss of income however, this will be mitigated to some extent by the additional Council Tax generated once the conversion is completed.

However the risk previously associated with the NHS Trusts appeal for mandatory charitable relief has now been addressed. The Trusts have failed in their legal challenge and the Court ruled in the favour of local councils. Whilst there is still a small risk that they might appeal, the judgement was quite firm in it's view that the Trusts were not eligible for charitable relief.

4.3.6 Consequently there could be significant swings in the amount of business rate income in any one year. However, any shortfall in income will be recovered in the following financial year. The Council will fully provide for any known backdated business rates appeals at the 2019/20 year end. To help mitigate these risks the Council has created a Business Rate smoothing reserve.

4.4 **Long term implications of current government policy**

4.4.1 The financing of local government has continued to change. We are moving from a grant based on need (Revenue Support Grant) to funding based on the delivery of homes (Council Tax) and the creation of employment space (Business Rate Retention Scheme). However, the proposed Fairer Funding Review and associated review of the Business Rate retention scheme will reset the position in the short term as business income will be re-distributed on the basis of need.

The income from Council Tax forms an increasingly significant proportion of the Council's overall taxation income over the next 5 years and the decision regarding the annual increase has a greater strategic importance for both the current year and future years as well.

Breakdown of taxation income to the Council:

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|-------------------|---------|---------|---------|---------|---------|---------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Council Tax * | 9,146 | 9,493 | 9,753 | 9,988 | 10,229 | 10,475 |
| Business Rates ** | 3,516 | 3,342 | 3,072 | 3,133 | 3,194 | 3,254 |
| New Homes Bonus | 1,042 | 524 | 290 | 68 | 0 | 0 |
| | 13,704 | 13,359 | 13,115 | 13,189 | 13,423 | 13,729 |

* Includes any surplus or deficit on the collection fund

** Includes the surplus or deficit on the collection fund and any levy account payment

| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|-----------------|---------|---------|---------|---------|---------|---------|
| Council Tax | 66.74% | 71.06% | 74.37% | 75.73% | 76.21% | 76.30% |
| Business Rates | 25.66% | 25.02% | 23.42% | 23.75% | 23.79% | 23.70% |
| New Homes Bonus | 7.60% | 3.92% | 2.21% | 0.52% | 0.00% | 0.00% |
| Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

5.0 DRAFT REVENUE ESTIMATES 2020/21

5.1 Detailed budgetary work is now complete and the estimate of the budget requirement (net of any proposed transfers to reserves) is £13,357,910. This includes the savings and committed growth proposals agreed at Joint Strategic Committee in December.

5.2 The budget is fundamental to realising the Council's ambitions set out in *Platforms for our Places : Going further 2020-2023*. The budget enables the Council's role to lead and work with partners to develop our communities and our economies. Attached at Appendix 2 are some proposals for investment back into services to deliver the outcomes committed to in *Platforms for our Places* for member consideration.

5.3 The budget includes specific funding for the commitments outlined in *Platforms for our Places*. Examples include:

5.3.1 **Prosperous places**

The Council recognises the importance of ongoing investment in our places to ensure that they remain vibrant locations for social, economic and culture hubs for our communities. Budgets have been created to facilitate the delivery of major projects to enable the development of Worthing's town centres and provide for additional employment land. Specific projects being supported in this year's budget are:

- facilitating the development of Union Place;
- the development of a new health and wellbeing centre on the car park at Worthing Town Hall
- the redevelopment of Grafton site
- facilitating the use of Decoy Farm to bring new employment space into Worthing.
- Investment in digital infrastructure to support local business growth and digital inclusivity.

These and the delivery of other strategic projects for both Councils will be supported by further investment in a major projects team.

There is also investment through the capital programme, in facilities to improve our town centres and make them more attractive places to visit, including:

- the refurbishment of the town centre car parks;
- increased programme of public convenience refurbishment
- fire safety and environmental improvements at Worthing Pier.

5.3.2 **Thriving People and Communities**

The Council continues to see an increase in demand for our Housing Service, in particular from those who are experiencing homelessness. In response, this budget proposes additional growth of £100,000 to respond to these service pressures. This is in addition to funding to make new investments to acquire Council-owned temporary and emergency accommodation to improve the accommodation offered to clients and reduce the costs for the Council.

The Councils are also aware of the importance of our communities to have active lives and enjoy our parks and open spaces. There is significant investment planned for both Brooklands Park and Highdown Gardens. Funding is also proposed for improve play areas, outdoor gym equipment and other sports facilities to promote health and wellbeing of our communities.

5.3.3 Tackling Climate Change and Supporting our Natural Environment

In July 2019 the Councils declared a climate emergency and have developed a comprehensive Carbon Reduction Plan, outlining a set of ambitious and detailed actions designed to make the Councils carbon neutral by 2030.

Alongside the organisational work, the Councils have developed an area wide framework called SustainableAW which was published in December 2019. This will be followed by a major community-led conference Zero2030 on March 4th 2020, and, subject to approval, a Climate Assembly process which will provide a representative forum for residents over six one day sessions to engage with the climate and ecology challenge, creating ideas for action.

As part of the 2020/21 budget there are proposals to invest in this area of the business, building capacity to take this agenda forward (see appendix 2).

5.3.4 Good Services and New Solutions

Much of the Medium-Term Financial Strategy is underpinned by new approaches to how we design and deliver our services, and develop our commercial activities and investment portfolios. These approaches are not only designed to improve the financial sustainability of the Councils, but also the services that our communities, clients and customers experience. We will continue to invest in service improvement, using research and design methods to understand what needs to change in our services, working with staff to drive a customer first ethos and using our digital platforms to deliver simple, efficient digital service channels.

- 5.4 The final budget will be dependent on Members consideration of the non-committed growth proposals, and the Council Tax increase that Members are prepared to support.
- 5.5 The key question of how the net budget requirement of £13.359m translates into the Council Tax charge can now be determined as the proposed details of the Local Government Finance Settlement have been received. Any final changes arising from settlement will be dealt with through the reserves. However, if there is a significant reduction in government resources, in-year action will be needed to reduce the final impact on the reserves.
- 5.6 Details of all of the main changes in the base budget from 2019/20 to 2020/21 are at Appendix 1. A breakdown of each Executive Member's summary budget is attached in Appendix 5. The changes can be summarised briefly as follows:

| | | |
|---|--------------|---------------|
| 2019/20 Original Estimate | £'000 | £'000 |
| | | 13,704 |
| Add: General Pay and Price Increases | | 506 |
| Add: Committed and Unavoidable Growth: | | |
| Increased Expenditure as per 5 year forecast (net of any proposed use of reserves) | 1,127 | |
| Reduced Income as per 5 year forecast | 846 | |
| Impact of Capital Investment and Development Programme | 12 | 1,985 |
| Less: Compensatory savings and additional Income: | | |
| Compensatory savings | -371 | |
| Additional income | -20 | -391 |
| 2019/20 budget prior to agreed savings | | 15,000 |
| Less: Savings agreed by members | | |
| Approved in December | -2,483 | -2,483 |
| Executive Member requirements | | 13,321 |
| Potential contribution to reserves* | | 38 |
| Potential budget requirement before external support | | 13,359 |
| Collection fund deficit | | 31 |
| 2020/21 BUDGET REQUIREMENT | | 13,390 |
| * The planned contributions to and from the reserves are analysed in Appendix 3. The final amount will depend on the decisions made about the proposals to invest in services at Appendix 2 and the Council Tax increase. | | |

- 5.7 The estimates reflect the Council's share of the Joint Strategic Committee budget. The allocation of the costs of joint services under the remit of the JSC has been the subject of an annual review this year for any significant changes.

Further details can be provided by request from Emma Thomas (Chief Accountant) or Sarah Gobey (Chief Financial Officer).

5.8 Overall the current net estimated budget is less than that predicted in December due to the following factors:

| | £'000 |
|---|-------|
| Reduction in commercial property income following rent review | 35 |
| Reassessment of the cost of the capital programme following interest rate increase and to reflect latest expected spend profile | 20 |
| Latest forecast of business rate income (including any adjustments arising from settlement) | -106 |

5.9 The projected deficit on the Collection Fund is estimated to be £235,540, of which £30,920 is the Borough Council share. This is a minor deficit in light of the overall income due which exceeds £70.2m and is due to marginally lower increase in housing growth than expected.

5.10 Members are now faced with two questions:

- What level of Council Tax to set?
- Whether to accept the growth items detailed in Appendix 2?

The decisions made today will be reflected in the budget papers presented to Council.

5.11 **The Council Tax increase:**

5.11.1 Over the past 10 years, the Council Tax has been increased by 12.8%, an average of 1.3% per year (in 2009/10 Band D tax was £210.78, in 2019/20 it was £237.78). Over the past 10 years, inflation (CPI) has been 24.49%.

5.11.2 The budget forecast currently assumes that Council Tax will increase by just 2.0% in 2020/21. The most recent inflation index was 1.5% (CPI in November 2019).

5.11.3 A 2% uplift would only be a modest increase in the Council share of the bill for 2020/21. The table below details how the Council Tax will change as a result of a 1%, 1.5%, 1.8% and just under 2% increase.

| | 2019/20 | Annual increase for 2020/21 | | | |
|---|---------|-----------------------------|---------------|---------------|---------------|
| | | 1% | 1.5% | 1.75% | 2.01% |
| | £ | £ | £ | £ | £ |
| Council Tax Band D | 237.78 | 240.12 | 241.34 | 241.91 | 242.55 |
| Annual increase | | 2.34 | 3.56 | 4.13 | 4.77 |
| Weekly increase | | 0.05 | 0.07 | 0.08 | 0.09 |
| Council Tax Band C | 211.36 | 213.44 | 214.52 | 215.03 | 215.60 |
| Average annual increase | | 2.08 | 3.16 | 3.67 | 4.24 |
| Average weekly increase | | 0.04 | 0.06 | 0.07 | 0.08 |
| Total additional Council Tax raised | | 91,890 | 139,800 | 162,180 | 186,140 |
| Additional Council Tax raised over a 1% increase | | | 47,910 | 70,290 | 94,250 |

5.11.4 Members should also be aware that the Police and Crime Commissioner has been consulting on a £5.00 (2.6%) increase for their share of the overall bill. Whilst the level of increase to be set by the County Council is unknown at this stage, given the financial pressures that the County is under, there are indications that the increase will be close to the maximum permitted (4%). Consequently, the total overall increase in the Council Tax bill for a Band D property based on the Council opting to set the tax at the maximum allowed could be just over 3.5%:

| | 2019/20 | 2020/21 (Indicative only) | % |
|--------------------------------------|----------|------------------------------|-------|
| | £ | £ | |
| Worthing Borough Council | 237.78 | 242.55 | 2.01% |
| West Sussex County Council | 1,383.57 | 1,438.83 | 3.99% |
| Sussex Police and Crime Commissioner | 189.91 | 194.91 | 2.63% |
| | 1,811.26 | 1,876.29 | 3.59% |

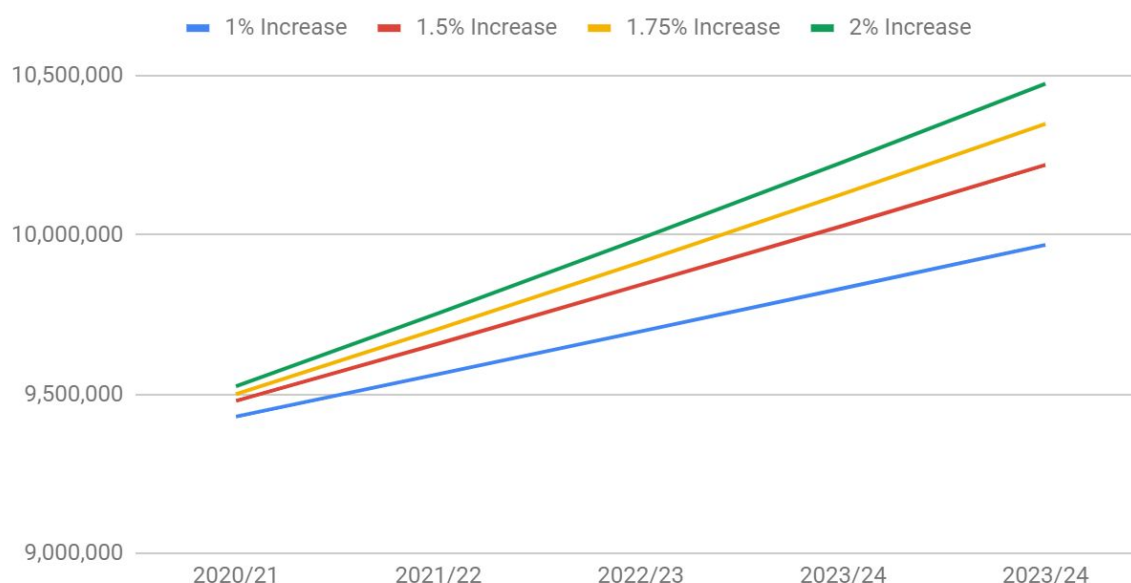
5.11.5 The decision to raise Council Tax should be considered alongside the projected budget shortfalls for the next 5 years, as there are long term consequences to setting a Council Tax increase significantly lower than the maximum permitted. This is particularly significant at the moment given the

scale of the withdrawal of government funding the Council will contend with over the next 5 years and the potential impact of the County Council budget decisions. The impact of changing the Council Tax by 1%, 1.5%, 1.75% and 2% annually would be as follows:

| Total income | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------|-----------|-----------|-----------|------------|------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| 1% annual increase | 9,429,390 | 9,562,900 | 9,697,360 | 9,832,720 | 9,969,020 |
| 1.5% annual increase | 9,478,870 | 9,658,700 | 9,843,430 | 10,029,440 | 10,220,400 |
| 1.75% annual increase | 9,500,080 | 9,704,830 | 9,914,680 | 10,129,590 | 10,349,680 |
| 2% annual increase | 9,524,820 | 9,754,510 | 9,989,490 | 10,229,750 | 10,475,370 |

Over the longer term, a higher increase will give the Council significant additional income:

Worthing Borough Council - Long term impact of Council Tax increases



5.11.6 Members are asked to consider which level of Council Tax increase that they support. An increase of 2.00% would enable the Council to set a balanced budget and fund all of the proposals for investment in services recommended for approval in Appendix 2. Those proposals recommended

for approval are the initiatives which directly contribute to achieving the Council's priorities.

5.12 Summary of budget position

Depending on the choices made regarding the Council Tax increase and the new growth items; the overall budget position will be (based on a 2% increase)

| | | |
|---|-------|---------|
| Net budget requirement | £'000 | £'000 |
| Less: | | 13,321 |
| Baseline Funding | 2,693 | |
| Share of additional Business Rate income | 649 | |
| Council Tax (2.0% increase) | 9,524 | |
| New Homes Bonus | 524 | |
| Collection Fund Deficit | -31 | -13,359 |
| Budget surplus based on 2.00% Council Tax increase | | -38 |
| Maximum impact of accepting the growth items (Appendix 2) | | 38 |
| Budget balanced at a 2% Council Tax increase | | - |

6.0 IMPACT ON FUTURE YEARS

- 6.1 The impact of the proposed changes on the overall revenue budget for the next 5 years is shown in Appendix 1 (which includes an assumed 2.00% tax increase for 2020/21 which is to be considered as part of this report). The settlement, together with the other agreed changes to the budget means that the Council is likely to face a minimum shortfall of:

| | Expected shortfall (Cumulative) | | | | |
|--|---------------------------------|---------|---------|---------|---------|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cumulative budget shortfall as per appendix 1 | 2,445 | 3,851 | 4,812 | 5,483 | 6,228 |
| Less: | | | | | |
| Net savings identified in 2020/21 budget round | -2,483 | -2,495 | -2,598 | -2,598 | -2,598 |
| Impact of accepting the growth items at appendix 2 | 38 | 47 | 47 | 47 | 47 |
| Adjusted cumulative budget shortfall | - | 1,403 | 2,261 | 2,932 | 3,677 |
| Savings required each year | - | 1,403 | 858 | 671 | 745 |

6.2 The continuation of the withdrawal of government funding together with the added pressures from County Council budget decisions has significant consequences for the Council . Looking ahead, the stimulation of the local economy and provision of additional housing will be two of the measures which will help protect the Councils services. There are potentially three benefits which flow from an improving economy and which will directly improve the council's financial position:

- Increased income from business rates which is discussed fully in section 4 above;
- Reduced cost of Council Tax benefits from any new jobs created;
- Additional Council Tax income from each new home;

6.3 However, these measures are unlikely to be enough. The Council will also need to deliver on the strategy to generate £430k more commercial income per year and invest in property. Alongside this, there will need to be a continuing emphasis on efficiency in the annual savings exercise; whether this is through the digital strategy or by improving customer service or by reducing the cost of temporary and emergency accommodation. Overall, if the Council delivers upon the current budget strategy then the level of new initiatives required each year to balance the budget will reduce as follows:

| | Expected shortfall per year | | | |
|--|-----------------------------|---------|---------|---------|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | £'000 | £'000 | £'000 | £'000 |
| Annual budget shortfall | 1,403 | 858 | 671 | 745 |
| Future savings from budget strategy: | | | | |
| Investment in commercial property | -100 | -100 | -100 | -452 |
| Commercial activities | -430 | -430 | -430 | -430 |
| Service and digital redesign | -120 | -120 | -120 | -120 |
| Affordable housing programme | -39 | 0 | 0 | 0 |
| New savings initiatives to be identified | 714 | 208 | 21 | -257 |
| | | | | |

- 6.4 With the delay to the fairer funding review, the challenge has now moved onto 2021/22 which becomes a challenging year and the early development of a three year savings plan will be essential.

7.0 RESERVES

- 7.1 Sections 26 and 27 of The Local Government Act 2003 require the Council's Chief Financial Officer to comment on the adequacy of the Council's reserves. The reserves have therefore been reviewed in accordance with best practice as advised by the Chartered Institute of Public Finance and Accountancy (CIPFA) in LAAP 99 'Local Authority Reserves and Balances'.
- 7.2 To enable a view to be taken on the adequacy of reserves, Members need to be aware that, broadly speaking, there are two categories of revenue reserves relevant to the Council. The General Fund Working Balance which primarily is available to cushion the impact of uncertain cash flows and act as a contingency to meet unforeseen costs arising during a budget year (e.g. unexpected increases in the demand for services); and Earmarked Reserves which are sums held for specific defined purposes and to meet known or predicted liabilities. Both categories of reserves can be used on a planned prudent basis to underpin the annual budget.
- 7.3 The Council's established policy is to maintain the General Fund Working Balance at between 6 – 10% of net revenue expenditure. This is even more important in the current economic climate when there are so many uncertainties. The balance as at 31st March 2019 was £869,000 which was

6.3% of net 2018/19 revenue expenditure – just within the range of 6%-10% set by the Council. There are no plans to draw down from the working balance

The year-end level on the General Fund Working Balance for the foreseeable future, therefore, is estimated as follows:

| | | £'000 | % |
|------------|--|-------|-----|
| 31.03.2019 | Balance carried forward – per Final Accounts | 869 | 6.3 |
| 31.03.2020 | No planned drawdown or contribution expected | 869 | 6.6 |
| 31.03.2021 | No planned drawdown or contribution expected | 869 | 6.6 |
| 31.03.2022 | No planned drawdown or contribution expected | 869 | 6.5 |
| 31.03.2023 | No planned drawdown or contribution expected | 869 | 6.6 |

The reduction in government funding and the resultant decrease in the Council's net spend means that the same level of working balance equates to a higher percentage of net revenue expenditure each year in some years

7.4 On the basis of the year-end figures above, and taking into account past performance and the acknowledged track record of sound financial management in this Council, I believe the working balance is adequate for its purpose. In forming this view I have considered the following potential impacts upon the Council's finances:

1. A further fall in interest rates of 0.25% would cost the Council in the region of £22,500 in 2020/21.
2. A pay award of 1% more than currently allowed for within the budget would cost the General Fund approximately £170,600.
3. Further adverse falls in income from such sources as development control income, car parks and land.
4. Demand is increasing for services such as homelessness and housing benefit which may well lead to increased (and unbudgeted) costs.
5. Other unforeseen circumstances such as the failure of a major contract

6. Any use of the working balance would be difficult to recoup in the short term. Consequently, the reserve needs to be sufficient enough to cope with at least two years of adverse impacts.

Against this background, and especially given the current economic climate, it is important that the Council has minimum reserves in 2020/21 of £801,500 or 6% of net revenue spend as laid out in the current policy. However, it is unlikely that the Council will need in excess of £1,335,900 in the working balance which is roughly equivalent to 10% of net revenue spend. Consequently, the current policy of holding a working balance between 6% and 10% is valid and the forecast level falls within these parameters.

- 7.5 However, with the planned expansion of commercial activity, especially the investment in commercial property, the council has taken two other measures to further manage risk and bolster the reserves:

- i) As part of the initiative to invest in commercial property, an element of the additional rent raised every year is being set aside into a specific reserve to manage void periods on these properties and to set aside resources to fund investment needs. The annual contribution to this provision will be gradually built up over the next 5 years to a level of £650,000 per year by 2024/25.
- ii) As part of the development of the 2019/20 budget there was a change in approach to the management of general inflation (excluding inflation on items such as salaries, rates, utilities, and contractual commitments). This is no longer allocated out this year but held centrally in the Corporate Management budget. This budget will be allocated out where the inflationary pressure can be demonstrated. Any unutilised budget at the year end will be transferred to the reserves and the budget offered up as a budget saving for the forthcoming year.

- 7.6 In the medium term, once the challenges of the next couple of years have been addressed, the council should review the position and take proactive steps to further bolster the overall reserves.

- 7.7 The estimated balance of general fund earmarked reserves as at 31st March, 2020 is £4,436,000, although this reduces to £3,604,000 if any Section 106 sums held for future environmental improvements, grants, and any specific capital resources are excluded. Overall, the level of reserves held by the Councils is expected to improve over the forthcoming years as follows:

| | Balance at year end | | | | |
|------------------------------|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| | 2018/19 Actual £'000 | 2019/20 Estimate £'000 | 2020/21 Estimate £'000 | 2021/22 Estimate £'000 | 2021/22 Estimate £'000 |
| General Earmarked Reserves | 3,183 | 3,604 | 3,731 | 4,081 | 4,531 |
| Grants and Contributions | 742 | 742 | 742 | 742 | 742 |
| Capital reserves | 30 | - | - | - | - |
| Total earmarked reserves | 3,955 | 4,346 | 4,473 | 4,823 | 5,273 |
| General Fund Working Balance | 869 | 869 | 869 | 869 | 869 |
| Total reserves | 4,824 | 5,215 | 5,342 | 5,692 | 6,142 |

A detailed schedule of the earmarked reserves is attached at Appendix 3. The significant risks to the overall budget and the Council's reserves are detailed below.

- 7.8 Given the relatively low level of the reserves, it is now critical that these reserves be used only as a funding resource of last resort until such time as the reserve level can be improved. The Council has over the past year minimised new calls on such resources, utilising the ability to use capital receipts to fund initiatives to generate budget savings where possible.
- 7.9 In all probability, the Council will continue to occasional opportunities to put additional money into the earmarked reserves rather than solely to drawdown on a planned basis. Even without this, I believe the earmarked revenue reserves are adequate for their particular purposes provided that they are used sparingly. However the size and nature of the risks to the overall budget leaves the Council with no room for using these reserves for new on-going spending initiatives. The Council should maintain its current policy of spending its scarce earmarked reserves on:
- supporting one-off rather than recurring revenue expenditure;
 - dealing with short-term pressures in the revenue budget; and
 - managing risk to the Council's budget.

8.0 SIGNIFICANT RISKS

- 8.1 Members will be aware that there are several risks to the Council's overall budget. These can be summarised as follows:-
- (i) **Housing Services** – The Council has experienced a significant increase in demand for emergency and temporary accommodation over the past few years since the introduction of the Homelessness

Reduction Act. Whilst substantial growth has been built into the budget, the degree to which this will be adequate depends on two factors:

1. The extent to which caseload continues to grow
2. The supply of cost effective accommodation

Whilst the Council is now sourcing more cost effective accommodation for our clients, there remains a risk that demand for such accommodation will outstrip our ability to find additional cost effective units. However, to better manage this, a contingency budget has been created to mitigate further increases to the cost of this service

- (ii) **Withdrawal of funding by partners** - All budgets within the public sector are under scrutiny which may lead to partners reassessing priorities and withdrawing funding for partnership schemes. Consequently, the council may lose funding for key priorities and be left with unfunded expenditure together with the dilemma about whether to replace the funding from internal resources.

This is particularly pertinent this year when the budget decisions of the County Council has had a significant impact on the finances of the Council. Overall the Council has seen a significant cost pressures this year as a result of County Council decisions, particularly in relation to waste management.

| | 2020/21 | | |
|---|---------|----------|-------|
| | Adur | Worthing | Total |
| | £'000 | £'000 | £'000 |
| Impact of changes to recycling credits | 377 | 671 | 1,048 |
| Net impact County budget reduction to supported housing services after recommissioning exercise | 60 | 140 | 200 |
| Total impact | 437 | 811 | 1,248 |
| | | | |

However, the Council has been able to mitigate this challenge by identifying sufficient savings to address these cost pressures. The risk from the County Council budget decisions has now reduced, as there is little other funding we receive from them. Nevertheless, partnership funding remains a more general risk

- (iii) **Income** - The Council receives income from a number of services which will be affected by demand. These include land charges, crematorium income, trade and green waste services, development control and now business rates. Whilst known reductions in income have been built into the proposed budgets for 2020/21, income may fall further than expected or new targets for commercial income may not be met.

The Council is investing in new commercial property, as leases expire or business experience financial difficulties there is an increased risk of loss of income from voids. To mitigate this risk the Council has introduced an annual provision for void rents which will be £250,000 in 2020/21. This will be increased annually in line with the level of investment in the property portfolio and the associated risk.

- (iv) **Inflation** - A provision for 2% inflation has been built into non-pay budgets. Pay budgets have a 2% inflationary increase allowed for. Whilst the Bank of England inflation forecasts expect that inflation will gradually return to 2% in 2020/21, there is a risk that inflation will run at a higher rate than allowed for within the budget. Each 1% increase in inflation is equivalent to the following amount:

| | 1% increase |
|---------|-------------|
| | £'000 |
| Pay | 171 |
| Non-pay | 142 |

- 8.2 To help manage these risks, the council has a working balance of £869,000 and £3.6m of other earmarked reserves are also available to the Council to help mitigate these risks.

9.0 CONSULTATION

- 9.1 The Council ran a detailed consultation exercise which supported the proposed five year budget strategy. In light of this, no consultation exercise was undertaken this year.
- 9.2 Officers and members have been consulted on the development of the budget.

10.0 UPDATE TO PRUDENTIAL INDICATORS

- 10.1 The Council's budget fully reflects the cost of financing the capital programme. Members have previously approved sufficient growth to accommodate the proposed capital programme. The Council has a fully funded capital

programme and the associated revenue costs are built into the budget for 2020/21 and future years.

- 10.2 Under the Prudential Code of Practice and the capital finance system introduced in April 2004, the capital programme is based on the Council's assessment of affordability. This includes any new borrowing which the Council wishes to undertake.
- 10.3 The Code of Practice has recently been revised. The freedom for local authorities to set the scope and size of their capital plans remains unrestricted, but the prudential system processes have been strengthened to set out greater consideration of prudence, with sustainability and risk reporting improved through the governance procedures. This includes a new requirement to publish an annual capital strategy, which the Council has long complied with however this document must now contain more information on risk management.
- 10.4 The Prudential Code of Practice requires the Council to set a series of indicators to show that the capital programme has due regard to affordability, sustainability and prudence. These are included with the annual Treasury Management Strategy Statement which is due to be considered by JSC on the 11th February 2020 and which will be included in the Council budget pack for approval.

11.0 COMMENTS BY THE CHIEF FINANCIAL OFFICER

- 11.1 Section 25 of the Local Government Act 2003 requires an authority's Chief Financial Officer to make a report to the authority when it is considering its budget and Council Tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so Members will have authoritative advice available to them when they make their decisions. The Section requires Members to have regard to the report in making their decisions.
- 11.2 As Members are aware, local authorities decide every year how much they are going to raise from Council Tax. They base their decision on a budget that sets out estimates of what they plan to spend on each of their services. Because they decide on the Council Tax in advance of the financial year in question, and are unable to increase it during the year, they have to consider risks and uncertainties that might force them to spend more on their services than they planned. Allowance is made for these risks by:
- making prudent allowance in the estimates for each of the services, and in addition;
 - ensuring that there are adequate reserves to draw on if the service estimates turn out to be insufficient.

11.3 Overall view on the robustness of the estimates:

Subject to the important reservations below, a reasonable degree of assurance can be given about the robustness of the estimates and the adequacy of reserves. The exceptions relate to:

- (1) The provision of estimates for items outside of the direct control of the Council:
 - Income from fees and charges in volatile markets, e.g. car parks and development control fees.
 - External competition and declining markets, particularly during a recession. E.g. Local land charges and building control fees.
 - Changes to business rate income due to revaluations, redevelopments and increases in mandatory rate relief.
- (2) Cost pressures not identified at the time of setting the budget. This would include items such as excess inflation.
- (3) Initiatives and risks not specifically budgeted for.

It will therefore be important for members to maintain a diligent budget monitoring regime during 2020/21.

11.4 The Chief Financial Officer's overall view of the robustness of the estimates is, therefore, as follows:

The processes followed are sound and well established and identical to those that produced robust estimates in the past. The Council has also demonstrated that it has a sound system of financial management in place.

12.0 COUNCIL TAX SETTING

12.1 The Council is obliged to raise the balance of its resources, after allowing for any government grant and business rates, to finance the General Fund Revenue Budget from its local Council Taxpayers. The Worthing Borough Council Tax will be added to the Precepts from West Sussex County Council and the Sussex Police and Crime Commissioner to form a combined Council Tax to levy on the taxpayers of Worthing Borough. This will be formally approved by Council on the 18th February 2020 via a report on the Council Tax Determination.

12.2 Once the Executive has reached a decision on the Total Budget Requirement it wishes to recommend to the Council for the 2020/21 Budget, the resulting Council Tax for the Borough can be set. This takes into account the Total Aggregate External Finance (Revenue Support Grant and Business Rates contributions) and any contribution to or from the local Collection Fund.

12.3 Worthing Borough Council:

- (a) The following table shows the net sum to be raised from local Council Taxpayers in 2020/21 prior to the consideration of the budget proposals. This is based on 2.0% Council Tax increase which is sufficient to fund all of the proposals for growth included at Appendix 2:

| | £ | £ |
|--|------------|------------|
| Net 2020/21 Budget * | | 13,319,530 |
| Less: Aggregate External Finance | | |
| Baseline Funding | -2,692,550 | |
| Additional Retained Business Rate income | -648,590 | |
| New Homes Bonus | -523,660 | |
| Contribution to the Collection Fund deficit (as per paragraph 5.9) | 30,920 | |
| | | -3,833,880 |
| Minimum amount to be raised from Council Tax | | 9,485,650 |
| Net additional impact of proposals identified in Appendix 2 if all approved | | 38,380 |
| Amount to be raised from Council Tax based on 2.0% Council Tax | | 9,524,030 |

- * 2020/21 budget requirement after any contribution to or from reserves required to balance the budget or any further increase to Council Tax.

Within section 5 of the report, members are given the options for the level of Council Tax and asked to consider the proposals for investment in services (Appendix 2).

- (b) Council Tax Base

The Council's Tax base for 2020/21 is 39,269.50 Band D equivalent properties. There is an increase to the current year base of 38,504.20 which is due to an increasing number of homes and the falling cost of Council Tax benefits. The full calculation of the tax base is shown in Appendix 4.

(c) Worthing Borough Council Band D Council Tax

In Section 5.11, the options for the Council Tax increase are discussed in detail. A Council Tax increase of 1.00% will ensure that the Council has a balanced budget, an increase of 2.00% will lever in sufficient additional resources to fund the growth recommended for approval at Appendix 2 and deliver a balanced budget. The final agreed amount will be incorporated into the Council Tax determination.

| | 2019/20 | 2020/21 (1.00% increase) | 2020/21 (1.50% increase) | 2020/21 (1.75% increase) | 2020/21 (2.0% increase) |
|--------------------------|---------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Band D tax | £ | £ | £ | £ | £ |
| Worthing Borough Council | 237.78 | 240.12 | 241.38 | 241.92 | 242.55 |
| Annual increase | | 2.34 | 3.56 | 4.13 | 4.77 |
| Weekly increase | | 0.05 | 0.07 | 0.08 | 0.09 |

12.4 West Sussex County Council and Sussex Police Authority

- (a) The County Council requirements are expected to be confirmed on 20th February, 2020. The proposed 2020/21 budget is due to be considered by the Sussex Police and Crime Panel (PCP) on 31st January 2020.

| | 2019/20 £ | 2020/21 £ |
|----------------------------|--------------|--------------|
| West Sussex County Council | 1,317.78 | t.b.c |
| Sussex Police Authority | 165.91 | t.b.c |
| TOTAL | 1,483.69 | t.b.c. |

- 12.5 The final figures for all authorities will be incorporated into the formal Council Tax setting resolution to be presented to the Borough Council at its meeting on 18th February 2020.

13.0 LEGAL IMPLICATIONS

- 13.1 The Local Government Act 2003 requires that the Council sets a balanced budget. This report demonstrates how the Council will meet this requirement for 2020/21.

14.0 CONCLUSION

- 14.1 This has been a significantly challenging year in which the Council has had to address a budget shortfall of over £2m. The Council has seen the government grants fall, and addressed the consequences of the County Council's budget decisions. To meet this challenge the Council has identified £2.4m of savings and is now in the position to set a balanced budget.
- 14.2 However, with the delay to the Fairer Funding Review, the financial challenge now moves to 2021/22 which will be again be difficult as the Council grapples with the impact of the fairer funding review, reducing government funding and the building capacity to invest in the initiatives detailed in Platform for our Places. Consequently, the strategy of delivering commercial income growth and business efficiencies through the digital agenda continues to play a vital role in balancing the budget.
- 14.3 However, provided we continue to deliver on this strategy, the Council will become increasingly financially resilient over the next 5-10 years as Revenue Support Grant disappears, New Homes Bonus reduces and we become largely funded by our community through Council Tax, retained Business Rates and income from our commercial services.
- 14.4 The aims of 'Platforms for our Places' are critical to our success. Developing the local economy to increase employment space and local jobs together with the provision of new homes is one of the strategic measures that the Council can take to protect its longer term financial interests, however there will inevitably be some difficult days ahead as the Council seeks to address the remaining budget shortfall.
- 14.5 There will need to be a sharp focus on financial health over the next couple of years whilst we balance the budget and rebuild the reserves. However, we must not forget that the Council has a good track record in dealing with such challenges
- 14.6 Finally, in preparing the strategy and forecast for 2020/21 an assessment was carried out of the significant risks and opportunities which may have an impact on the Council's budget. Where quantifiable, the budget has been adjusted accordingly but it is important to acknowledge that there are still some risks to the overall position which may have to be funded from reserves. Members will continue to receive regular budget monitoring reports and updates to the

Council's 5-year Medium Term Financial Plan, to ensure that the financial challenges ahead are effectively met.

Local Government Act 1972

Background Papers:

Report to the Joint Strategic Committee 9th July 2019 'Becoming Financially Sustainable – Budget strategy for the 2020/21'

Report to the Joint Strategic Committee 3rd December 2019 'Financially Sustainable Councils: Update to the 2020/21 - 2024/25 and savings proposals for 2020/21'

Report to the Joint Strategic Committee 3rd December 2019 'Investing for the future: Capital Investment Programme 2020/21 to 2022/23'

Local Authority Finance (England) Settlement Revenue Support Grant for 2020/21 and Related Matters: DCLG Letters and associated papers of 23rd December 2019.

2019 Spending Review – On-the-day briefing

Local Government Act 2003 and Explanatory Note

"Guidance Note on Local Authority Reserves and Balances" – LAAP Bulletin No. 77 - CIPFA -published in November 2008

Statement of Accounts 2018/19

Report to Joint Strategic Committee 3rd December 2019 – 2nd Quarter Revenue Budget Monitoring 2019/20

Contact 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

| WORTHING BOROUGH COUNCIL Revenue Budget Summary Statement 2019/20 - 2024/25 | | | | | | |
|--|-----------------|---------|---------|---------|---------|---------|
| | 2019/20 Base | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Net Spending to be Financed from Taxation | £'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) |
| Change in grant for homelessness | | (2) | 150 | 150 | 150 | 150 |
| Net cost of increasing recycling to meet 50% targets: | | | | | | |
| - Full year impact of implementation of Alternative Weekly Collection | | (130) | (130) | (130) | (130) | (130) |
| - Impact of introducing weekly food waste collections | | - | 128 | 128 | 128 | 128 |
| Reprocurement of theatres and culture | | 100 | 50 | - | (50) | (100) |
| Closure of Café at Brooklands during improvements | | 20 | 20 | 20 | 20 | 20 |
| Reduction in commercial rental agreements | | 155 | 155 | 155 | 155 | 155 |
| 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 approved in December | | 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> | | | | | | |
| General Financing costs | | (51) | 220 | 263 | 508 | 799 |
| Impact of refurbishment of High Street Car Park | | | 105 | 291 | 291 | 291 |
| Maximum impact of Gigabit Project | | 63 | 63 | 63 | 63 | 63 |

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


| | 2019/20 Base | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--|-----------------|---------------|---------------|---------------|---------------|---------------|
| Net Spending to be Financed from Taxation | £'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. | | - | 100 | 400 | 500 | 700 |
| (g) <i>Additional income</i> | | | | | | |
| Investment income | | (20) | (57) | (94) | (134) | (179) |
| (h) <i>Provision for new growth items</i> (see appendix 2) | | 90 | 180 | 270 | 360 | 450 |
| Total Cabinet Member Requirements | 13,704 | 15,804 | 16,966 | 18,001 | 18,906 | 19,957 |
| Income from grants and taxation | | | | | | |
| <i>Business Rate Income</i> | | | | | | |
| Baseline funding | 2,649 | 2,693 | 2,747 | 2,802 | 2,858 | 2,915 |
| Add: Net retained additional business rates | 826 | 649 | 325 | 331 | 336 | 339 |
| Add: Share of surplus /deficit (-) | - | - | | | | |
| Add: Levy surplus | 41 | | | | | |
| Adjusted Business Rate Income | 3,516 | 3,342 | 3,072 | 3,133 | 3,194 | 3,254 |
| <i>Council Tax income</i> | 9,155 | 9,524 | 9,753 | 9,988 | 10,229 | 10,475 |
| <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) | - | - | - | - |
| Total Income from grants and taxation | 13,704 | 13,359 | 13,115 | 13,189 | 13,423 | 13,729 |
| AMOUNT REQUIRED TO BALANCE THE BUDGET | - | 2,445 | 3,851 | 4,812 | 5,483 | 6,228 |


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

| | 2019/20 Base | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|---|-----------------|--------------|--------------|--------------|--------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| AMOUNT REQUIRED TO BALANCE THE BUDGET | - | 2,445 | 3,851 | 4,812 | 5,483 | 6,228 |
| Savings / Initiatives identified to date: | | | | | | |
| <i>Strategic Property Investment Fund</i> | | | | | | |
| Future property purchases | | 500 | 700 | 900 | 1,100 | 1,300 |
| Provision for future voids and repairs | | (100) | (200) | (300) | (400) | (500) |
| Wellbeing centre and car park | | | | | | 352 |
| <i>Affordable Housing Programme</i> | | | | | | |
| Approved projects | | 806 | 845 | 845 | 845 | 845 |
| <i>Commercial activities and commissioning</i> | | | | | | |
| Commercial and Customer Activities | | 494 | 924 | 1,354 | 1,784 | 2,214 |
| <i>Efficiency Measures</i> | | | | | | |
| Service and Digital redesign | | 106 | 226 | 346 | 466 | 586 |
| <i>Savings identified by Heads of Service</i> | | 677 | 689 | 792 | 792 | 792 |
| Total savings initiatives identified to date | | 2,483 | 3,184 | 3,937 | 4,587 | 5,589 |
| Cumulative savings still to be found/ (surplus) | | (38) | 667 | 875 | 896 | 639 |
| Annual savings still to be found | | (38) | 705 | 208 | 21 | (257) |
| Council Tax increase | | 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 |
| Average annual increase (Band C property) | | £4.22 | £4.31 | £4.40 | £4.49 | £4.58 |
| Average weekly increase (Band C property) | | £0.08 | £0.08 | £0.08 | £0.09 | £0.09 |

| | Expected cost (cumulative) | | | | | |
|---|-----------------------------------|-------------|-----------------|---------------------------|-------------|-----------------|
| | 2020/21 | | | 2021/22 and beyond | | |
| | Joint (memo only) | Adur | Worthing | Joint (memo only) | Adur | Worthing |
| Service reinvestment proposal | £ | £ | £ | £ | £ | £ |
| Climate change and environmental investment proposals | | | | | | |
| Ash Dieback Strategy (as per JSC report) | | | | | | |
| Arboricultural Inspector resource | 18,960 | 7,580 | 11,380 | 18,960 | 7,580 | 11,380 |
| Surveys, road closure and associated costs | 10,000 | 4,000 | 6,000 | 10,000 | 4,000 | 6,000 |
| Sustainability manager | 54,000 | 21,600 | 32,400 | 54,000 | 21,600 | 32,400 |
| Climate change and protecting the environment are key priorities for the Councils, with a large programme of work ahead. In order to deliver this agenda, we need to increase resources and ensure both organisation and area based projects are supported and delivered. | | | | | | |
| Homes and Communities Enabling Officer | 32,000 | 12,800 | 19,200 | 32,000 | 12,800 | 19,200 |
| To support our ambitions to build better and more creative relationships with Registered providers and developers and to involve our communities in the co-design of ideas and suggestions that meet our ambitions, we propose a part time role of Homes and Communities Enabling officer. Many local authorities have a housing enabling role which links to RPs and collates data. However we see this role as being critical to providing the resource to engage and involve communities in the design of place; the design of ideas that may use local CIL funds for example; and influencing the outcome of planning applications on what community benefit is desirable, as opposed to always thinking of the obvious off the shelf solutions (e.g a community centre) The officer will therefore work across housing - understanding housing need, planning - looking at forthcoming applications, with the new development team - building relationships with affordable homes providers and crucially with the communities and wellbeing teams. They will also be responsible for ensuring accurate and timely returns on data required by central government. | | | | | | |

| | Expected cost (cumulative) | | | | | |
|--|-----------------------------------|-------------|-----------------|----------------------------------|-------------|-----------------|
| | 2020/21 | | | 2021/22 and beyond | | |
| | Joint (memo only) | Adur | Worthing | Joint (memo only) | Adur | Worthing |
| Service reinvestment proposal | | | | | | |
| | £ | £ | £ | £ | £ | £ |
| Service Designer Service design has been used in many projects including preventing homelessness, housing repairs, loneliness, supported housing and work & skills, delivering multiple benefits including cost saving and cost avoidance. This post will bring the specialist skills needed in-house, delivering a highly valued service at lower cost. | 54,000 | 21,600 | 32,400 | 54,000 | 21,600 | 32,400 |
| Asset Manager Following the expansion of the Council's asset portfolio, the council needs to invest into the management of the service to ensure it provides a sustainable level of income growth for the future. | 45,000 | 18,000 | 27,000 | 60,000 | 24,000 | 36,000 |
| Less: Provision for reinvestment back into services | | -60,000 | -90,000 | | -60,000 | -90,000 |
| Net impact of growth proposals | 213,930 | 25,580 | 38,380 | 228,960 | 31,580 | 47,380 |

| WORTHING BOROUGH COUNCIL  | | Balance as at 01.04.19 | Planned Contributions | Planned Withdrawals | Forecast Balance as at 01.04.20 | Planned Contributions | Planned Withdrawals | Forecast Balance as at 31.03.21 |
|--|--|---------------------------|--------------------------|------------------------|---------------------------------------|--------------------------|------------------------|---------------------------------------|
| 1. CAPACITY ISSUES RESERVE Purpose: The Capacity Issues Reserve was set up in 2005/06 to give the Council scope to deal with a range of cost pressures expected to arise from 2006/07 onwards. | | £'000 1,643 | £'000 - | £'000 (768) | £'000 875 | £'000 - | £'000 - | £'000 875 |
| 2. INSURANCE RESERVE Purpose: The Insurance Reserve was established in 1993/94 to develop risk management, fund self-insurance and to achieve longer-term revenue savings. | | 274 | 31 | (37) | 268 | 30 | (30) | 268 |
| 3. JOINT HEALTH PROMOTION Purpose: The Joint Health Promotion reserve was established in 2005 with funding received from the local Primary Care Trust for health promotion projects. | | 3 | - | (2) | 1 | - | - | 1 |
| 4. PROPERTY INVESTMENT RISK RESERVE Purpose: To offset future void rental periods in investment properties | | 50 | 591 | - | 641 | 250 | - | 891 |
| 5. LEISURE LOTTERY & OTHER PARTNERSHIP Purpose: The Leisure, Lottery & Other Partnerships Reserve was established in 1995/96 to assist in financing capital schemes attracting substantial support from the National Lottery distributor bodies & other funding agencies & organisations. This reserve is currently earmarked for support to the Museum Redevelopment bid & the Football Foundation bid. | | 37 C | - | (9) | 28 | - | - | 28 |
| C = Capital Contribution | | | | | | | | |

| WORTHING BOROUGH COUNCIL  | Balance as at 01.04.19 | Planned Contributions | Planned Withdrawals | Forecast Balance as at 01.04.20 | Planned Contributions | Planned Withdrawals | Forecast Balance as at 31.03.21 |
|---|------------------------|-----------------------|---------------------|---------------------------------|-----------------------|---------------------|---------------------------------|
| 6. MUSEUM RESERVE Purpose: The Museum Reserve was established in 1993/94 to support the overall service aims of the Museum and Art Gallery on occasions where annual budgets do not allow the work of the Museum and Art Gallery to progress in a manner which will contribute to achieving these aims. | £'000 98 | £'000 - | £'000 - | £'000 98 | £'000 - | £'000 - | £'000 98 |
| 7. THEATRE CAPITAL RESERVE Purpose: Established in 2013/14 to fund refurbishment and other works for all of WBC's theatres. | 170 | 45 | (92) | 123 | | (123) | - |
| 8. SPECIAL AND OTHER EMERGENCY EXPENDITURE The Special and Other Emergency Expenditure Reserve was set up to fund strategic or unforeseen one-off expenditure, which may arise. | 3 | - | - | 3 | - | - | 3 |
| 9. GRANTS & CONTRIBUTIONS Held in reserves* | 742 | - | - | 742 | - | - | 742 |
| 10. BUSINESS RATES SMOOTHING RESERVE | 905 | - | (250) | 655 | - | - | 655 |
| 11. CREMATORIUM IMPROVEMENT RESERVE | - | 60 | (60) | - | 60 | (60) | - |
| 12. PROJECTED UNDERSPEND Reserves to be identified at outturn. | | 912 *see below | - | 912 | - | - | 912 - |
| 13 GENERAL FUND WORKING BALANCE | 869 | | | 869 | | | 869 |
| 14 CAPITAL EXPENDITURE RESERVE | 30 | - | (30) | - | - | - | - |
| TOTAL | 4,824 | 1,639 | (1,248) | 5,215 | 340 | (213) | 5,342 |
| * Contribution to be confirmed at the year-end | | | | | | | |

| PROPERTY ANALYSIS AND CALCULATION OF TAX BASE | | | | | | | | | | |
|---|----------|----------|-----------|-----------|----------|----------|----------|----------|--------|-----------|
| Properties | Band A - | Band A | Band B | Band C | Band D | Band E | Band F | Band G | Band H | Total |
| Ratio to Band D | 5/9 | 6/9 | 7/9 | 8/9 | 9/9 | 11/9 | 13/9 | 15/9 | 18/9 | |
| Number of Dwellings | 0.00 | 7,975.00 | 11,332.00 | 13,043.00 | 9,579.00 | 5,484.00 | 2,352.00 | 898.00 | 26.00 | 50,689.00 |
| Less: Exemptions | 0.00 | -199.00 | -198.00 | -159.00 | -107.00 | -69.00 | -25.00 | -12.00 | 0.00 | -769.00 |
| | 0.00 | 7,776.00 | 11,134.00 | 12,884.00 | 9,472.00 | 5,415.00 | 2,327.00 | 886.00 | 26.00 | 49,920.00 |
| Disabled Relief Adjustment (net) | 7.00 | 35.00 | 17.00 | -4.00 | 4.00 | -27.00 | 6.00 | -21.00 | -17.00 | 0.00 |
| Chargeable Dwellings | 7.00 | 7,811.00 | 11,151.00 | 12,880.00 | 9,476.00 | 5,388.00 | 2,333.00 | 865.00 | 9.00 | 49,920.00 |
| Broken down as follows: | | | | | | | | | | |
| Full Charge | 3.00 | 2,680.00 | 6,170.50 | 8,836.00 | 6,918.00 | 4,192.00 | 1,883.00 | 700.00 | 6.00 | 31,388.50 |
| 25% Discount (Including Adj for SP dis) | 4.00 | 5,070.00 | 4,928.00 | 4,010.00 | 2,524.00 | 1,179.00 | 404.00 | 135.00 | 0.00 | 18,254.00 |
| 50% Discount | 0.00 | 35.00 | 31.00 | 25.00 | 22.00 | 16.00 | 43.00 | 28.00 | 3.00 | 203.00 |
| 0% Discount (Long Term Empty Homes) | 0.00 | 26.00 | 21.00 | 9.00 | 12.00 | 1.00 | 3.00 | 2.00 | 0.00 | 74.00 |
| Total Equivalent Number of Dwellings | 6.00 | 6,536.50 | 9,913.00 | 11,866.50 | 8,842.50 | 5,086.25 | 2,213.50 | 819.25 | 7.50 | 45,291.00 |
| Reduction in tax base due to Council Tax Support | 1.85 | 1,253.83 | 1,287.53 | 912.59 | 335.09 | 101.18 | 19.92 | 4.35 | 0.00 | 3,916.34 |
| Adjusted equivalent total dwellings | 4.15 | 5,282.67 | 8,625.47 | 10,953.91 | 8,507.41 | 4,985.07 | 2,193.58 | 814.90 | 7.50 | 41,374.66 |
| <u>Band D Equivalents</u> | | | | | | | | | | |
| Revenue Support Settlement | 2.30 | 3,521.80 | 6,708.70 | 9,736.80 | 8,507.40 | 6,092.90 | 3,168.30 | 1,358.00 | 15.00 | 39,111.20 |
| Add: Forecast new homes | 0.00 | 20.00 | 84.80 | 43.10 | 143.00 | 52.50 | 3.10 | 1.80 | 0.00 | 348.30 |
| Add: Second Homes | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Less: Adjustments for Losses on Collection, and Void Properties | 0.00 | 0.00 | 0.00 | 0.00 | 190.00 | 0.00 | 0.00 | 0.00 | 0.00 | 190.00 |
| COUNCIL TAX BASE | 2.30 | 3,541.80 | 6,793.50 | 9,779.90 | 8,460.40 | 6,145.40 | 3,171.40 | 1,359.80 | 15.00 | 39,269.50 |

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WORTHING BUDGET 2020/2021
Summary of Executive Member Portfolios

APPENDIX 5

| EXECUTIVE PORTFOLIO | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|---|-----------------------|-----------------------|
| | £ | £ |
| Digital and Environment | 2,991,380 | 3,003,470 |
| Health and Wellbeing | 1,729,230 | 1,729,360 |
| Customer Services | 5,172,460 | 5,247,690 |
| Leader | 802,300 | 810,290 |
| Regeneration | 1,907,660 | 2,018,520 |
| Resources | 2,232,150 | 795,480 |
| Support Services Depreciation Not Charged To Services | 513,700 | 389,570 |
| NET SERVICE EXPENDITURE | 15,348,880 | 13,994,380 |
| Credit Back Depreciation / Impairments | (3,224,030) | (3,195,320) |
| Minimum Revenue Provision | 1,492,910 | 2,472,600 |
| | 13,617,760 | 13,271,660 |
| Transfer to / from Reserves | 86,250 | 86,250 |
| Balance Available to Transfer To / (From) Reserves | - | - |
| Total budget requirement before external support from government | 13,704,010 | 13,357,910 |
| Baseline Funding | (2,649,390) | (2,692,550) |
| Additional business rate income | (826,340) | (648,590) |
| Revenue Support Grant | - | - |
| Levy Surplus | (40,650) | - |
| Other unfenced grants (New homes bonus) | (1,042,230) | (523,660) |
| Contribution to/ (from) Collection Fund | 9,090 | 30,920 |
| Amount required from Council Tax | 9,154,490 | 9,524,030 |
| Council Tax Base | 38,504.2 | 39,269.5 |
| Average Band D Council Tax - Worthing Borough | 237.78 | 242.56 |
| % increase | - | 2.00% |

| SERVICE | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|---|-----------------------|-----------------------|
| | £ | £ |
| DIRECTOR OF DIGITAL AND RESOURCES | | |
| Head of Business and Technical Services | | |
| Flood Defence | 18,820 | 18,620 |
| Public Conveniences | 371,720 | 373,790 |
| | 390,540 | 392,410 |
| DIRECTOR OF COMMUNITIES | | |
| South Downs Leisure | 1,155,380 | 1,092,390 |
| | 1,155,380 | 1,092,390 |
| Head of Environmental Services | | |
| Allotments | 14,090 | 15,550 |
| Cemeteries | 15,420 | 36,360 |
| Crematorium | (1,650,800) | (1,804,900) |
| Parks | 1,929,850 | 1,695,500 |
| Abandoned Vehicles | 1,800 | 1,800 |
| Clinical Waste | 2,810 | (340) |
| Compliance including Fixed Penalty Notices | (1,850) | - |
| Recycling | (760,630) | (211,060) |
| Refuse | 1,371,980 | 1,315,170 |
| Street Cleansing (includes Pest Control and Graffiti) | 717,350 | 678,060 |
| Trade Refuse | (341,290) | (354,540) |
| Vehicle Workshop | 280 | 210 |
| | 1,299,010 | 1,371,810 |
| Head of Wellbeing | | |
| Dog and Pollution Control | 146,450 | 146,860 |
| | 146,450 | 146,860 |
| | | |
| TOTAL ENVIRONMENT PORTFOLIO | 2,991,380 | 3,003,470 |

WORTHING - ENVIRONMENT PORTFOLIO - 2020/2021 - SUBJECTIVE ANALYSIS

| SERVICE / ACTIVITY | Employees | Direct Recharges | Premises | Transport | Supplies & Services | Third Party | Income | Service Controlled Budget | Support | Capital Charges | TOTAL BUDGET |
|--|----------------|------------------|------------------|-----------|---------------------|--------------|--------------------|---------------------------|------------------|------------------|------------------|
| DIRECTOR FOR DIGITAL AND RESOURCES | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Head of Business and Technical Services | | | | | | | | | | | |
| Flood Defence | - | - | - | - | - | - | - | 0 | 18,620 | - | 18,620 |
| Public Conveniences | - | - | 277,550 | - | - | - | (620) | 276,930 | 14,950 | 81,910 | 373,790 |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | | |
| South Downs Leisure | 96,750 | - | 244,820 | - | - | - | (164,010) | 177,560 | 41,530 | 873,300 | 1,092,390 |
| Head of Environmental Services | | | | | | | | | | | |
| Allotments | - | - | 15,560 | - | - | - | (50) | 15,510 | - | 40 | 15,550 |
| Cemeteries | - | 118,290 | 135,420 | - | 14,960 | - | (275,070) | (6,400) | 23,630 | 19,130 | 36,360 |
| Crematorium | 248,540 | 138,830 | 523,110 | 10 | 197,360 | - | (3,205,030) | (2,097,180) | 211,160 | 81,120 | (1,804,900) |
| Parks | - | 33,920 | 1,141,790 | - | 157,650 | - | (138,380) | 1,194,980 | 386,220 | 114,300 | 1,695,500 |
| Abandoned Vehicles | - | - | - | - | 1,800 | - | - | 1,800 | - | - | 1,800 |
| Clinical Waste | - | (340) | - | - | - | - | - | (340) | - | - | (340) |
| Compliance | - | - | - | - | - | - | - | 0 | - | - | 0 |
| Recycling | - | (414,360) | - | - | - | 1,400 | - | (412,960) | 76,650 | 125,250 | (211,060) |
| Refuse | - | 916,910 | - | - | - | - | - | 916,910 | 213,850 | 184,410 | 1,315,170 |
| Street Cleansing | - | 855,220 | - | - | - | - | (347,320) | 507,900 | 103,570 | 66,590 | 678,060 |
| Trade Refuse | - | 322,340 | - | - | 710,340 | - | (1,484,450) | (451,770) | 29,510 | 67,720 | (354,540) |
| Vehicle Workshop | - | - | - | - | - | - | - | 0 | - | 210 | 210 |
| Head of Wellbeing | | | | | | | | | | | |
| Dog and Pollution Control | - | 52,580 | - | - | - | - | (3,540) | 49,040 | 93,830 | 3,990 | 146,860 |
| | 345,290 | 2,023,390 | 2,338,250 | 10 | 1,082,110 | 1,400 | (5,618,470) | 171,980 | 1,213,520 | 1,617,970 | 3,003,470 |
| Percentage Direct Cost | 6% | 35% | 40% | 0% | 19% | 0% | | | | | |

WORTHING - ENVIRONMENT PORTFOLIO - 2020/2021 - VARIANCE ANALYSIS



WORTHING BOROUGH
COUNCIL

| SERVICE / ACTIVITY | Original Estimate 2019/2020 | Inflation | One off - items | Committed Growth | Unavoidable Growth | Savings | Non-MTFP Other Changes | TOTAL BUDGET |
|--|-----------------------------------|-----------------|--------------------|---------------------|-----------------------|------------------|------------------------------|------------------|
| DIRECTOR FOR DIGITAL AND RESOURCES | £ | £ | £ | £ | £ | £ | £ | £ |
| Head of Business and Technical Services | | | | | | | | |
| Flood Defence | 18,820 | - | - | - | - | - | (200) | 18,620 |
| Public Conveniences | 371,720 | 5,430 | - | - | - | (3,720) | 360 | 373,790 |
| DIRECTOR OF COMMUNITIES | | | | | | | | |
| South Downs Leisure | 1,155,380 | 3,650 | - | (1,720) | - | - | (64,920) | 1,092,390 |
| Head of Environmental Services | | | | | | | | |
| Allotments | 14,090 | 320 | - | - | - | 3,710 | (2,570) | 15,550 |
| Cemeteries | 15,420 | (2,670) | - | 14,210 | - | - | 9,400 | 36,360 |
| Crematorium | (1,650,800) | (50,160) | - | 2,100 | - | (129,930) | 23,890 | (1,804,900) |
| Parks | 1,929,850 | 20,420 | - | 41,000 | - | 5,800 | (301,570) | 1,695,500 |
| Abandoned Vehicles | 1,800 | - | - | - | - | - | - | 1,800 |
| Clinical Waste | 2,810 | - | - | - | - | - | (3,150) | (340) |
| Compliance | (1,850) | (40) | - | - | - | - | 1,890 | 0 |
| Recycling | (760,630) | - | - | - | - | - | 549,570 | (211,060) |
| Refuse | 1,371,980 | - | - | - | - | - | (56,810) | 1,315,170 |
| Street Cleansing | 717,350 | (6,770) | - | - | - | - | (32,520) | 678,060 |
| Trade Refuse | (341,290) | (15,180) | - | - | - | - | 1,930 | (354,540) |
| Vehicle Workshop | 280 | - | - | - | - | - | (70) | 210 |
| Head of Wellbeing | | | | | | | | |
| Dog and Pollution Control | 146,450 | (70) | - | - | - | - | 480 | 146,860 |
| | 2,991,380 | (45,070) | 0 | 55,590 | 0 | (124,140) | 125,710 | 3,003,470 |

| SERVICE | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|--|-----------------------|-----------------------|
| DIRECTOR OF COMMUNITIES | £ | £ |
| Worthing Festival | 3,550 | 3,580 |
| | - | - |
| | 3,550 | 3,580 |
| Head of Housing | | |
| Housing Standards | 152,790 | 160,240 |
| | 152,790 | 160,240 |
| Head of Wellbeing | | |
| Community Centres & Grants | 458,570 | 460,100 |
| Community Safety | 311,960 | 317,130 |
| Food Safety & Health & Safety | 188,570 | 187,610 |
| Licensing | 136,460 | 126,630 |
| Public Health & Regulation | 396,130 | 392,570 |
| | 1,491,690 | 1,484,040 |
| DIRECTOR OF DIGITAL AND RESOURCES | | |
| Head of Business and Technical Services | | |
| Bus Shelters, Drainage, Footway Lighting | 81,200 | 81,500 |
| | 81,200 | 81,500 |
| | | |
| TOTAL HEALTH AND WELLBEING PORTFOLIO | 1,729,230 | 1,729,360 |
| | | |

WORTHING - HEALTH AND WELLBEING PORTFOLIO - 2020/2021 - SUBJECTIVE ANALYSIS

| SERVICE / ACTIVITY | Employees | Direct Recharges | Premises | Transport | Supplies & Services | Third Party | Income | Service Controlled Budget | Support | Capital Charges | TOTAL BUDGET |
|--|-----------|------------------|----------|-----------|---------------------|-------------|-----------|---------------------------|---------|-----------------|--------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | | |
| Worthing Festival | - | - | 3,100 | - | 480 | - | - | 3,580 | - | - | 3,580 |
| Head of Housing | | | | | | | | | | | |
| Housing Standards | - | 156,490 | - | - | 1,680 | - | (100) | 158,070 | 2,170 | - | 160,240 |
| Head of Wellbeing | | | | | | | | | | | |
| Community Wellbeing | - | 131,860 | 18,800 | - | 182,620 | - | - | 333,280 | 124,490 | 2,330 | 460,100 |
| Community Safety | - | 174,870 | 3,900 | - | 19,980 | - | - | 198,750 | 118,380 | - | 317,130 |
| Food Safety & Health & Safety | - | 7,680 | - | - | 9,750 | - | (3,990) | 13,440 | 174,170 | - | 187,610 |
| Licensing | - | 169,940 | - | - | 3,930 | - | (229,340) | (55,470) | 182,100 | - | 126,630 |
| Public Health & Regulation | - | 6,140 | - | - | 26,070 | - | (1,060) | 31,150 | 360,670 | 750 | 392,570 |
| DIRECTOR FOR DIGITAL AND RESOURCES | | | | | | | | | | | |
| Head of Business and Technical Services | | | | | | | | | | | |
| Bus Shelters, Drainage, Footway Lighting | - | - | 75,230 | - | - | - | - | 75,230 | 6,270 | - | 81,500 |
| | 0 | 646,980 | 101,030 | 0 | 244,510 | 0 | (234,490) | 758,030 | 968,250 | 3,080 | 1,729,360 |
| Percentage Direct Cost | 0% | 65% | 10% | 0% | 25% | 0% | | | | | |

WORTHING - HEALTH AND WELLBEING PORTFOLIO - 2020/2021 - VARIANCE ANALYSIS

| SERVICE / ACTIVITY | Original Estimate 2019/2020 | Inflation | One off - items | Committed Growth | Compensatory savings | Impact of Capital programme | Additional Income | Savings | Non-MTFP Other Changes | TOTAL BUDGET |
|--|-----------------------------|-----------|-----------------|------------------|----------------------|-----------------------------|-------------------|---------|------------------------|--------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | |
| Worthing Festival | 3,550 | 30 | - | - | - | - | - | - | - | 3,580 |
| Head of Housing | | | | | | | | | | |
| Housing Standards | 152,790 | - | - | - | - | - | - | - | 7,450 | 160,240 |
| Head of Wellbeing | | | | | | | | | | |
| Community Centres & Grants | 458,570 | 870 | - | - | - | - | - | - | 660 | 460,100 |
| Community Safety | 311,960 | 80 | - | - | - | - | - | (1,240) | 6,330 | 317,130 |
| Food Safety & Health & Safety | 188,570 | (80) | - | - | - | - | - | - | (880) | 187,610 |
| Licensing | 136,460 | (2,310) | - | - | - | - | - | - | (7,520) | 126,630 |
| Public Health & Regulation | 396,130 | (20) | - | - | - | - | - | - | (3,540) | 392,570 |
| DIRECTOR FOR DIGITAL AND RESOURCES | | | | | | | | | | |
| Head of Business and Technical Services | | | | | | | | | | |
| Bus Shelters, Drainage, Footway Lighting | 81,200 | 1,330 | - | - | - | - | - | - | (1,030) | 81,500 |
| | 1,729,230 | (100) | 0 | 0 | 0 | 0 | 0 | (1,240) | 1,470 | 1,729,360 |

CUSTOMER SERVICES PORTFOLIO



WORTHING BOROUGH
COUNCIL

| SERVICE | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|--|-----------------------|-----------------------|
| | £ | £ |
| DIRECTOR OF COMMUNITIES | | |
| Head of Housing | | |
| Housing including Homelessness | 2,205,040 | 2,083,270 |
| Housing Strategy | 116,320 | 115,040 |
| | 2,321,360 | 2,198,310 |
| Head of Wellbeing | | |
| Community Centres | 2,950 | 2,920 |
| | 2,950 | 2,920 |
| DIRECTOR OF ECONOMY | | |
| Director of the Economy | | |
| Culture client | - | 2,329,230 |
| Head of Business & Technical | | |
| Wedding venue | - | (13,860) |
| Head of Culture | | |
| Theatres | 1,611,870 | - |
| Museums | 421,660 | - |
| | 2,033,530 | 2,315,370 |
| DIRECTOR OF DIGITAL AND RESOURCES | | |
| Chief Finance Officer | | |
| Fraud, Verification & Adjudication | 33,900 | 33,900 |
| Head of Revenues and Benefits | | |
| Revenues | 246,520 | 239,470 |
| Benefits | 534,200 | 457,720 |
| | 814,620 | 731,090 |
| | | |
| TOTAL CUSTOMER SERVICES PORTFOLIO | 5,172,460 | 5,247,690 |

WORTHING - CUSTOMER SERVICES PORTFOLIO - 2020/2021 - SUBJECTIVE ANALYSIS

| SERVICE / ACTIVITY | Employees | Direct Recharges | Premises | Transport | Supplies & Services | Third Party | Income | Service Controlled Budget | Support | Capital Charges | TOTAL BUDGET |
|---|-----------|------------------|----------|-----------|---------------------|-------------|--------------|---------------------------|-----------|-----------------|--------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | | |
| Head of Housing | | | | | | | | | | | |
| Housing including Homelessness | - | 780,320 | 123,480 | - | 2,026,970 | 15,840 | (1,169,890) | 1,776,720 | 306,550 | - | 2,083,270 |
| Housing Strategy | - | - | - | - | - | - | - | 0 | 115,040 | - | 115,040 |
| Head of Wellbeing | | | | | | | | | | | |
| Community Centres | - | - | 2,750 | - | - | - | - | 2,750 | - | 170 | 2,920 |
| DIRECTOR OF ECONOMY | | | | | | | | | | | |
| Director of the Economy | | | | | | | | | | | |
| Culture client | - | 3,830 | 170,250 | - | 1,463,200 | - | - | 1,637,280 | 349,020 | 342,930 | 2,329,230 |
| Head of Business & Technical | | | | | | | | | | | |
| Wedding venue | - | - | - | - | - | - | (13,860) | (13,860) | - | - | (13,860) |
| Head of Culture | | | | | | | | | | | |
| Theatres | - | - | - | - | - | - | - | 0 | - | - | 0 |
| Museums | - | - | - | - | - | - | - | 0 | - | - | 0 |
| DIRECTOR FOR DIGITAL AND RESOURCES | | | | | | | | | | | |
| Chief Finance Officer | | | | | | | | | | | |
| Fraud, Verification & Adjudication | - | - | - | - | 93,900 | - | (60,000) | 33,900 | - | - | 33,900 |
| Head of Revenues and Benefits | | | | | | | | | | | |
| Revenues | - | 445,820 | - | - | 93,820 | - | (557,370) | (17,730) | 257,200 | - | 239,470 |
| Benefits | - | 734,590 | - | - | 63,370 | 30,676,010 | (31,529,170) | (55,200) | 512,920 | - | 457,720 |
| | 0 | 1,964,560 | 296,480 | 0 | 3,741,260 | 30,691,850 | (33,330,290) | 3,363,860 | 1,540,730 | 343,100 | 5,247,690 |
| Percentage Direct Cost | 0% | 5% | 1% | 0% | 10% | 84% | | | | | |

WORTHING - CUSTOMER SERVICES PORTFOLIO - 2020/2021 - VARIANCE ANALYSIS

 WORTHING BOROUGH
COUNCIL

| SERVICE / ACTIVITY | Original Estimate 2019/2020 | Inflation | One off - items | Committed Growth | Additional Income | Savings | Non-MTFP Other Changes | TOTAL BUDGET |
|---|-----------------------------------|---------------|--------------------|---------------------|----------------------|------------------|------------------------------|------------------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| DIRECTOR OF COMMUNITIES | | | | | | | | |
| Head of Housing | | | | | | | | |
| Housing including Homelessness | 2,205,040 | 35,220 | - | 98,000 | - | (250,800) | (4,190) | 2,083,270 |
| Housing Strategy | 116,320 | - | - | - | - | - | (1,280) | 115,040 |
| Head of Wellbeing | | | | | | | | |
| Community Centres | 2,950 | 50 | - | - | - | - | (80) | 2,920 |
| DIRECTOR OF ECONOMY | | | | | | | | |
| Director of the Economy | | | | | | | | |
| Culture client | 100,000 | - | - | 133,720 | - | - | 2,095,510 | 2,329,230 |
| Head of Business & Technical | | | | | | | | |
| Wedding venue | (13,860) | - | - | - | - | - | - | (13,860) |
| Head of Culture | | | | | | | | |
| Theatres | 1,525,730 | - | - | - | - | - | (1,525,730) | 0 |
| Museums | 421,660 | - | - | - | - | - | (421,660) | 0 |
| DIRECTOR FOR DIGITAL AND RESOURCES | | | | | | | | |
| Chief Finance Officer | | | | | | | | |
| Fraud, Verification & Adjudication | 33,900 | - | - | - | - | - | - | 33,900 |
| Head of Revenues and Benefits | | | | | | | | |
| Revenues | 246,520 | (8,360) | - | - | - | - | 1,310 | 239,470 |
| Benefits | 534,200 | (11,150) | - | - | - | - | (65,330) | 457,720 |
| | 5,172,460 | 15,760 | 0 | 231,720 | 0 | (250,800) | 78,550 | 5,247,690 |

| SERVICE | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|--|-----------------------|-----------------------|
| | £ | £ |
| CHIEF EXECUTIVE OFFICE | | |
| Head of Communications | | |
| Performance and Scrutiny | 210 | 210 |
| | 210 | 210 |
| DIRECTOR OF COMMUNITIES | | |
| Head of Wellbeing | | |
| Democratic Services - Members & Mayoral | 447,930 | 453,380 |
| | 447,930 | 453,380 |
| DIRECTOR OF DIGITAL AND RESOURCES | | |
| Head of Customer & Digital | | |
| Elections | 354,160 | 356,700 |
| | 354,160 | 356,700 |
| | | |
| TOTAL LEADER PORTFOLIO | 802,300 | 810,290 |

WORTHING - THE LEADER PORTFOLIO - 2020/2021 - SUBJECTIVE ANALYSIS

| SERVICE / ACTIVITY | Employees | Direct Recharges | Premises | Transport | Supplies & Services | Third Party | Income | Service Controlled Budget | Support | Capital Charges | TOTAL BUDGET |
|--|----------------|------------------|--------------|--------------|---------------------|-------------|----------------|---------------------------|---------------|-----------------|----------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| CHIEF EXECUTIVE Head of Communications Performance and Scrutiny | - | - | - | - | 210 | - | - | 210 | - | - | 210 |
| DIRECTOR OF COMMUNITIES Head of Wellbeing Democratic Services | 285,800 | 133,200 | - | 1,210 | 23,530 | - | - | 443,740 | 9,640 | - | 453,380 |
| DIRECTOR OF DIGITAL & RESOURCES Head of Customer & Digital Elections | 33,000 | 135,550 | 3,000 | - | 106,760 | - | (5,510) | 272,800 | 82,010 | 1,890 | 356,700 |
| | 318,800 | 268,750 | 3,000 | 1,210 | 130,500 | 0 | (5,510) | 716,750 | 91,650 | 1,890 | 810,290 |
| Percentage Direct Cost | 44% | 37% | 0% | 0% | 18% | 0% | | | | | |

WORTHING - THE LEADER PORTFOLIO - 2020/2021 - VARIANCE ANALYSIS

| SERVICE / ACTIVITY | Original Estimate 2019/2020 | Inflation | One off - items | Committed Growth | Additional Income | Savings | Non-MTFP Other Changes | TOTAL BUDGET |
|--|-----------------------------------|-----------|--------------------|---------------------|----------------------|---------|------------------------------|-----------------|
| | £ | £ | £ | £ | £ | £ | £ | £ |
| CHIEF EXECUTIVE | | | | | | | | |
| Head of Communications | | | | | | | | |
| Performance and Scrutiny | 210 | - | - | - | - | - | - | 210 |
| DIRECTOR OF COMMUNITIES | | | | | | | | |
| Head of Wellbeing | | | | | | | | |
| Democratic Services - Members & Mayoral | 447,930 | 5,540 | - | - | - | (1,710) | 1,620 | 453,380 |
| DIRECTOR OF DIGITAL & RESOURCES | | | | | | | | |
| Head of Customer & Digital | | | | | | | | |
| Elections | 354,160 | (40) | - | - | - | - | 2,580 | 356,700 |
| | 802,300 | 5,500 | 0 | 0 | 0 | (1,710) | 4,200 | 810,290 |

| SERVICE | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|---|-----------------------|-----------------------|
| | £ | £ |
| DIRECTOR OF DIGITAL AND RESOURCES | | |
| Head of Business and Technical Services | | |
| Emergency Planning & Business Continuity | 33,770 | 33,530 |
| Coastal Protection, Street Nameplates, Pedestrian Precincts | 146,880 | 129,360 |
| Seats & Public Clock | 13,510 | 13,780 |
| Energy and Sustainability | 44,030 | 45,150 |
| | 238,190 | 221,820 |
| Head of Customer & Digital Services | | |
| Parking | (1,209,330) | (855,290) |
| | (1,209,330) | (855,290) |
| DIRECTOR OF COMMUNITIES | | |
| Head of Environmental Services | | |
| Foreshores | 726,960 | 643,240 |
| | 726,960 | 643,240 |
| DIRECTOR OF ECONOMY | | |
| Grants | | |
| Commit to Culture | 78,480 | 89,330 |
| | 78,480 | 89,330 |
| Head of Planning & Development | | |
| Planning Policy | 403,590 | 410,120 |
| Development Control | 859,870 | 837,980 |
| Building Control | 171,700 | 145,200 |
| | 1,435,160 | 1,393,300 |
| Head of Place & Economy | | |
| Economic Development (including Tourism) | 584,450 | 472,370 |
| | 584,450 | 472,370 |
| Head of Major Projects & Investment | | |
| Major Projects | 53,750 | 53,750 |
| | 53,750 | 53,750 |
| | | |
| TOTAL REGENERATION PORTFOLIO | 1,907,660 | 2,018,520 |

WORTHING - REGENERATION PORTFOLIO - 2020/2021 - SUBJECTIVE ANALYSIS

| SERVICE / ACTIVITY | Employees | Direct Recharges | Premises | Transport | Supplies & Services | Third Party | Income | Service Controlled Budget | Support | Capital Charges | TOTAL BUDGET |
|--|---------------|------------------|------------------|--------------|---------------------|--------------|--------------------|---------------------------|------------------|-----------------|------------------|
| DIRECTOR FOR DIGITAL & RESOURCES | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Head of Business and Technical Services | | | | | | | | | | | |
| Emergency Planning & Business Continuity | - | 8,380 | - | - | - | - | - | 8,380 | 25,150 | - | 33,530 |
| Coastal Protection, Street Nameplates, P | - | - | 106,260 | - | 4,890 | - | (24,750) | 86,400 | 42,960 | - | 129,360 |
| Seats & Public Clock | - | - | 13,780 | - | - | - | - | 13,780 | - | - | 13,780 |
| Energy and Sustainability | - | - | - | - | - | - | - | 0 | 45,150 | - | 45,150 |
| Head of Customer & Digital Services | | | | | | | | | | | |
| Parking | - | 397,580 | 717,880 | 3,320 | 176,730 | - | (2,921,040) | (1,625,530) | 328,150 | 442,090 | (855,290) |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | | |
| Head of Environmental Services | | | | | | | | | | | |
| Foreshores | - | 208,820 | 410,030 | 3,680 | 31,720 | - | (462,340) | 191,910 | 239,480 | 211,850 | 643,240 |
| DIRECTOR OF ECONOMY | | | | | | | | | | | |
| Grants | | | | | | | | | | | |
| Commit to Culture | 89,330 | - | - | - | - | - | - | 89,330 | - | - | 89,330 |
| Head of Planning & Development | | | | | | | | | | | |
| Planning Policy | - | 7,660 | - | - | 19,790 | - | - | 27,450 | 382,670 | - | 410,120 |
| Development Control | - | 674,710 | - | - | 50,190 | 5,380 | (522,980) | 207,300 | 623,720 | 6,960 | 837,980 |
| Building Control | - | 318,430 | - | - | 4,020 | - | (391,710) | (69,260) | 214,460 | - | 145,200 |
| Head of Place & Economy | | | | | | | | | | | |
| Economic Development (including Touris | - | 234,720 | 8,880 | - | 134,340 | - | (100,000) | 277,940 | 194,430 | - | 472,370 |
| Head of Major Projects & Investment | | | | | | | | | | | |
| Major Projects | - | - | - | - | 53,750 | - | - | 53,750 | - | - | 53,750 |
| | 89,330 | 1,850,300 | 1,256,830 | 7,000 | 475,430 | 5,380 | (4,422,820) | (738,550) | 2,096,170 | 660,900 | 2,018,520 |
| Percentage Direct Cost | 2% | 50% | 34% | 0% | 13% | 0% | | | | | |

WORTHING - REGENERATION PORTFOLIO - 2020/2021 - VARIANCE ANALYSIS



WORTHING BOROUGH
COUNCIL

| SERVICE / ACTIVITY | Original Estimate 2019/2020 | Inflation | One off - items | Committed Growth | Bids for Investment in Services | Impact of Capital programme | Additional Income | Savings | Non-MTFP Other Changes | TOTAL BUDGET |
|---|-----------------------------|-----------------|-----------------|------------------|---------------------------------|-----------------------------|-------------------|------------------|------------------------|------------------|
| DIRECTOR FOR DIGITAL & RESOURCES | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Head of Business and Technical Services | | | | | | | | | | |
| Emergency Planning & Business Continuity | 33,770 | - | - | - | - | - | - | - | (240) | 33,530 |
| Coastal Protection, Street Nameplates, Pedestrian P | 146,880 | 1,610 | - | - | - | - | - | - | (19,130) | 129,360 |
| Seats & Public Clock | 13,510 | 270 | - | - | - | - | - | - | - | 13,780 |
| Energy and Sustainability | 44,030 | - | - | - | - | - | - | - | 1,120 | 45,150 |
| Head of Customer & Digital Services | | | | | | | | | | |
| Parking | (1,209,330) | (43,980) | - | 10,000 | - | - | - | (35,000) | 423,020 | (855,290) |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | |
| Head of Environmental Services | | | | | | | | | | |
| Foreshores | 726,960 | 7,130 | - | - | - | - | - | (17,640) | (73,210) | 643,240 |
| DIRECTOR OF ECONOMY | | | | | | | | | | |
| Grants | | | | | | | | | | |
| Commit to Culture | 78,480 | - | - | - | - | - | - | - | 10,850 | 89,330 |
| Head of Planning & Development | | | | | | | | | | |
| Planning Policy | 403,590 | - | - | - | - | - | - | - | 6,530 | 410,120 |
| Development Control | 859,870 | (9,910) | - | - | - | - | - | (18,000) | 6,020 | 837,980 |
| Building Control | 171,700 | (6,760) | - | - | - | - | - | (35,000) | 15,260 | 145,200 |
| Head of Place & Economy | | | | | | | | | | |
| Economic Development (including Tourism) | 584,450 | 140 | - | - | - | - | - | (100,000) | (12,220) | 472,370 |
| Head of Major Projects & Investment | | | | | | | | | | |
| Major Projects | 53,750 | - | - | - | - | - | - | - | - | 53,750 |
| | 1,907,660 | (51,500) | 0 | 10,000 | 0 | 0 | 0 | (205,640) | 358,000 | 2,018,520 |

RESOURCES PORTFOLIO



WORTHING BOROUGH
COUNCIL

| SERVICE | ESTIMATE 2019/2020 | ESTIMATE 2020/2021 |
|--|-----------------------|-----------------------|
| | £ | £ |
| DIRECTOR OF DIGITAL AND RESOURCES | | |
| Head of Business and Technical Services | | |
| Administrative Buildings | (770) | (780) |
| Meadow Road Depot | (11,200) | 80 |
| | (11,970) | (700) |
| Chief Finance Officer | | |
| Corporate Management | 3,311,380 | 3,212,090 |
| Treasury Management | 966,480 | 2,282,270 |
| | 4,277,860 | 5,494,360 |
| DIRECTOR OF COMMUNITIES | | |
| Head of Environmental Services | | |
| Lido/Pier/Southern Pavillion | 165,640 | 179,960 |
| | 165,640 | 179,960 |
| DIRECTOR OF ECONOMY | | |
| Head of Major Projects & Investment | | |
| Estates - Core Estate & New Investments | (2,205,950) | (4,885,320) |
| | (2,205,950) | (4,885,320) |
| Head of Planning & Development | | |
| Land Charges | 6,580 | 7,180 |
| | 6,580 | 7,180 |
| | | |
| TOTAL RESOURCES PORTFOLIO | 2,232,160 | 795,480 |

WORTHING - RESOURCES PORTFOLIO -2020/2021 - SUBJECTIVE ANALYSIS

| SERVICE / ACTIVITY | Employees | Direct Recharges | Premises | Supplies & Services | Third Party | Income | Service Controlled Budget | Support | Capital Charges | TOTAL BUDGET |
|--|------------------|------------------|----------------|---------------------|-------------|--------------------|---------------------------|----------------|------------------|----------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| DIRECTOR FOR DIGITAL AND RESOURCES | | | | | | | | | | |
| Head of Business and Technical Services | | | | | | | | | | |
| Administrative Buildings | - | - | - | - | - | (780) | (780) | - | - | (780) |
| Meadow Road Depot | - | 20,230 | 60,370 | 3,390 | 80 | (103,080) | (19,010) | - | 19,090 | 80 |
| Chief Finance Officer | | | | | | | | | | |
| Corporate Management | 1,956,320 | 174,730 | (50,270) | 703,860 | - | (144,770) | 2,639,870 | 572,220 | - | 3,212,090 |
| Treasury Management | - | - | - | 262,410 | - | (656,250) | (393,840) | 650 | 2,675,460 | 2,282,270 |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | |
| Head of Environmental Services | | | | | | | | | | |
| Lido/Pier/Southern Pavillion | - | - | 265,340 | 5,740 | - | (115,720) | 155,360 | - | 24,600 | 179,960 |
| DIRECTOR OF ECONOMY | | | | | | | | | | |
| Head of Major Projects & Investment | | | | | | | | | | |
| Estates - Core Estate & New Investments | - | - | 466,150 | 27,340 | - | (5,592,440) | (5,098,950) | 45,120 | 168,510 | (4,885,320) |
| Head of Planning & Development | | | | | | | | | | |
| Land Charges | - | 89,950 | - | 46,710 | - | (187,720) | (51,060) | 58,240 | - | 7,180 |
| | 1,956,320 | 284,910 | 741,590 | 1,049,450 | 80 | (6,800,760) | (2,768,410) | 676,230 | 2,887,660 | 795,480 |
| Percentage Direct Cost | 49% | 7% | 18% | 26% | 0% | | | | | |

WORTHING - RESOURCES PORTFOLIO -2020/2021 - VARIANCE ANALYSIS

| SERVICE / ACTIVITY | Original Estimate 2019/2020 | Inflation | One off - items | Committed Growth | Impact of Capital programme | Additional Income | Savings | Bids for Investment in Services | Non-MTFP Other Changes | TOTAL BUDGET |
|--|-----------------------------|---------------|-----------------|------------------|-----------------------------|-------------------|--------------------|---------------------------------|------------------------|----------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| DIRECTOR FOR DIGITAL AND RESOURCES | | | | | | | | | | |
| Head of Business and Technical Services | | | | | | | | | | |
| Administrative Buildings | (770) | (10) | - | - | - | - | - | - | - | (780) |
| Meadow Road Depot | (11,200) | 860 | - | - | - | - | - | - | 10,420 | 80 |
| Chief Finance Officer | | | | | | | | | | |
| Corporate Management | 3,311,380 | 66,540 | - | 505,000 | - | 210,640 | (839,600) | - | (41,870) | 3,212,090 |
| Treasury Management | 966,480 | - | - | 27,500 | 127,000 | (20,000) | 348,240 | - | 833,050 | 2,282,270 |
| DIRECTOR OF COMMUNITIES | | | | | | | | | | |
| Head of Environmental Services | | | | | | | | | | |
| Lido/Pier/Southern Pavillion | 165,640 | 5,120 | - | - | - | - | - | - | 9,200 | 179,960 |
| DIRECTOR OF ECONOMY | | | | | | | | | | |
| Head of Major Projects & Investment | | | | | | | | | | |
| Estates - Core Estate & New Investments | (2,205,950) | 7,820 | - | 155,000 | - | - | (1,148,320) | - | (1,693,870) | (4,885,320) |
| Head of Planning & Development | | | | | | | | | | |
| Land Charges | 6,580 | (3,680) | - | - | - | - | - | - | 4,280 | 7,180 |
| | 2,232,160 | 76,650 | 0 | 687,500 | 127,000 | 190,640 | (1,639,680) | 0 | (878,790) | 795,480 |

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