



Corporate and Cultural Services

23 December 2013

Joint Strategic Committee

Date: 7 January 2014

Time: 6:30pm

Venue: Council Chamber, Civic Centre, Shoreham-by-Sea

Adur Cabinet: Councillors Neil Parkin (Leader), Julie Searle (Deputy Leader), Pat Beresford, Keith Dollemore, Angus Dunn, Jim Funnell and David Simmons

Worthing Cabinet: Councillors Paul Yallop (Leader), Bryan Turner (Deputy Leader), Daniel Humphreys, Mary Lermite, Clive Roberts and Tom Wye

Agenda

Part A

1. Declarations of Interest

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. Minutes

To approve the minutes of the Joint Strategic Committee meeting held 3 December 2013, copies of which have been previously circulated.

3. Public Question Time

To receive any questions from members of the public.

4. Items Raised Under Urgency Provisions

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

5. Joint Overall Budget Estimates 2014/15

To consider a report from the Executive Head of Financial Services, a copy is attached as item 5

6. Planned Maintenance Programmes for Adur District Council and Worthing Borough Council 2014/15 Onwards

To consider a report from the Strategic Director (AG), a copy is attached as item 6.

7. A countywide approach to improving the management of Unauthorised Encampments

To consider a report from the Strategic Director (JM), a copy is attached as item 7.

8. Early Help and Think Family Neighbourhoods

To consider a report from the Strategic Director (JM), a copy is attached as item 8.

9. Declaration of intent of the English Channel Local and Regional Government Organisations on Shipping Incidents and Maritime Pollution

To consider a report from the Strategic Director (AG), a copy is attached as item 9.

10. Organisational Change 2014: "Catching the Wave"

To consider a report from the Chief Executive, a copy is attached as item 10.

11. Exclusion of the Press and Public

In the opinion of the Proper Officer the press and public should be excluded from the meeting for consideration of the following items. Therefore the meeting is asked to consider passing the following resolution:

'that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting from the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12 A to the Act indicated against the item'

Part B - Not for Publication – Exempt Information Reports

12. Appendices 3 and 4 to Item 10 - Organisational Change 2014: “Catching the Wave”

The appendices have been deemed to contain exempt information and therefore should the Committee need to discuss its contents, will need to do so in closed session.

For Democratic Services enquiries relating to this meeting please contact:

Neil Terry
Senior Democratic Services Officer
01903 221073
neil.terry@adur-worthing.gov.uk

For Legal Services enquiries relating to this meeting please contact:

Susan Sale
Solicitor to the Council
01903 221119
susan.sale@adur-worthing.gov.uk

The agenda and reports are available on the Councils website, please visit
www.adur-worthing.gov.uk

Joint Overall Budget Estimates 2014/15

Report by the Executive Head of Financial Services

1.0 SUMMARY

- 1.1 This report represents the culmination of the annual budget exercise and asks members to consider the following:

- The final revenue estimates for 2014/15;
- An updated outline 5-year forecast;

These budgets reflect the decisions taken by Members to date in relation to agreed savings proposals and reflect the decisions made at both Councils, together with some minor changes which are detailed below.

- 1.2 The budget is analysed by Executive Head. In addition, the draft estimates for 2014/15 have been prepared, as always, in accordance with the requirements of the Service Reporting Code of Practice for Local Authorities 2014/15 (except in relation to pension costs adjustments that do not impact either on the Budget Requirement or the Council Tax Requirement).
- 1.3 The respective Adur and Worthing 2014/15 Estimate and Council Tax setting reports will be approved by the Worthing Cabinet on Monday 3rd February 2014 and the Adur Cabinet on Tuesday 4th February 2014. Both the Estimates for Adur District Council and Worthing Borough Council will include their respective share of the cost of the Joint Strategic Committee.

2.0 BACKGROUND

- 2.1 The Medium Term Financial Plan (MTFP) report, considered on 4 July 2013, identified an initial likely budget shortfall of £1,191,000 in 2014/15 for this committee. Both Councils noted the updated financial context and the key budget pressures outlined in this report. The councils have previously been aware of the challenges facing them and agreed a budget strategy which progresses the three major work streams:

1. Major Service Reviews;
2. Efficiency Reviews;
3. Base Budget Review.

2.0 BACKGROUND

2.2 In addition to these reviews, the July 2013 report proposed two new additional strands of work to balance the 2014/15 budget:

- Procurement review
- Continuous Improvement Board, as a replacement to the Change Management Board which has subsequently been deferred and replaced by the 'Catching the Wave' programme of work lead by the Chief Executive

2.3 The subsequent report to the Joint Strategic Committee, on 3rd December 2013, outlined the options for savings and growth and updated Members as to the latest budgetary information. The 2014/15 savings proposals for the Joint Committee amounted to £1,125,600. Since this time some additional savings which impact upon the joint services have been identified and these are attached at Appendix 2.

2.3 Since the meeting on 3rd December, the Joint Strategic Committee budget has been finalised and the last adjustments have been included. (The 2014/15 budgets for Adur and Worthing Councils will be reported to their respective Cabinets at the beginning of February 2014.) Overall, therefore, the current financial position of the Joint Strategic Committee for 2014/15 can be summarised as:

	£'000
Original shortfall in funding	1,191
Changes identified in December 2013:	
Revised assessment of inflationary pressures and increments	57
Committed Growth	139
Removal of contingency budget	(100)
Revised assessment of shortfall	1,287
Less: Savings approved on 3rd December 2013	(1,126)
Less: Net savings to be approved identified in appendix 2	(161)
Remaining shortfall to be addressed	-

2.4 Local Government has been the subject of an extraordinary level of change over the past few years which is set to continue for the foreseeable future. The level of funding provided by Central Government has reduced by significantly over the three years 2012/13 – 2014/15 and will continue to reduce for at least the next 2 – 3 years. This will have inevitable consequences for the services of the Joint Strategic Committee which will need to reduce it's budget in line with the challenges faced by the constituent Councils.

2.0 BACKGROUND

- 2.5 However the Autumn Statement contained some good news for the Councils. The Chancellor commented that:

'We can therefore be confident in reducing the contingency reserve by £1 billion this year and reducing departmental budgets by a similar amount in the next two years. This will save a further £3 billion in total.....

.....We will not apply these additional savings to local government, because we expect them to freeze council tax next year'

*Chancellor of the Exchequer George Osborne,
The Autumn Statement 2013*

Contained within the detail of the settlement was some further good news about New Homes Bonus

The government will formally respond to the technical consultation on the New Homes Bonus and the Local Growth Fund in due course. The government will not include the New Homes Bonus in the Local Growth Fund, except for £70 million for the London Local Enterprise Partnership, which is chaired by the Mayor of London.

Autumn Statement

It is now unlikely that the planned transfer of New Homes Bonus monies to the Local Growth Fund will take place (other than in London) in 2015/16. This is of particular significance to both Councils and will be discussed in more detail within the budget report of each Council

- 2.6 Settlement was released on the 18th December 2013 in the form of a written statement and this year has been largely as expected. So whilst the likely impact of the settlement for 2014/15 and 2015/16 for the two Councils is now clear. The ongoing pressure on the budgets of the constituent Councils will inevitably have an impact on the level of funding offered to the Joint Committee particularly from 2016/17 onwards.

3.0 2013/14 BUDGET – CURRENT POSITION

- 3.1 The latest revenue monitoring report for the Joint Committee was reported on the 7th November 2013 to this committee and forecasts an underspend for the year of £517,000.
- 3.2 The anticipated underspend will give both Councils the much needed opportunity to place some funds into reserves to meet future needs. The ongoing trends that have been identified as part of regular monitoring have been built into the 2014/15 revenue budget.

3.0 2013/14 BUDGET – CURRENT POSITION

- 3.3 On past evidence, spending patterns between this monitoring report and the end of the financial year have shown there is every reason to expect that the position may continue to improve as the year progresses, which will be reported when the final accounts come before the Joint Strategic Committee on 24th June 2014. Consequently, any final recommendations must be deferred until the outturn results are known.

4.0 DRAFT REVENUE ESTIMATES 2014/15

- 4.1 Detailed budgetary work for the Joint Strategic Committee is now complete (subject to any decisions arising from the Adur and Worthing Cabinets in February) and the estimate of the budget requirement (net of any proposed transfers to reserves) is £20,589,800. This includes the savings agreed by Joint Strategic Committee on 3rd December 2013 and those included in appendix 2.
- 4.2 Details of all of the main changes in the base budget from 2013/14 to 2014/15 are at Appendix 1. A breakdown of each Executive Head's summary budget is attached at Appendix 4. The changes can be summarised briefly as follows:

	£'000	£'000
2013/14 Original Estimate		20,687
Add: General Pay and Price Increases		527
Add: Contingency for unidentified items		
		21,214
Add: Committed and Unavoidable Growth:		139
Less: Compensatory Savings		
Accounting adjustments within the Joint Committee		524
Less: Savings agreed by members		
Approved 3 December 2013	(1,126)	
Restructure of Management Team	(107)	
Further redundancies	(59)	
Adjustments to savings declared in November	5	
		(1,287)
Net cost to be reallocated to the Councils		20,590
Allocated as follows:		
- Adur District Council		8,244
- Worthing Borough Council		12,346
Cost reallocated to both Councils		20,590

4.0 DRAFT REVENUE ESTIMATES 2014/15

- 4.3 The Joint Strategic Committee budget will be reflected in both the Adur and Worthing Estimates, which will be approved by their respective Cabinets on 4th and 5th February 2013. The allocation of the costs of joint services under the remit of the JSC has again been reviewed this year. The swing of costs between the two Councils has changed by 0.75% between the two Councils.
- 4.4 The initial report to members about the creation of the partnership discussed at the Simultaneous Executive Meeting on 12th July 2007 emphasised the need for stability of costs between the Councils, and it is not proposed to take action until a firm trend has established. There are several reasons for this as previously reported to the Joint Strategic Committee:
- Many of the allocations for the joint services are based on broad estimates which will be confirmed as the services mature;
 - Some of the joint services have only been in operation for a relatively short-time and so it is impossible to identify whether there is a long-term trend in the allocation of costs; and
 - Some of the swings in costs may be temporary in nature.

However, the overall no detriment element of the budget now stands at just £19,000 with a relatively stable average allocation between the two councils of 39.29% to Adur and 60.71% to Worthing. It is proposed to remove this element of the budget as part of the 2014/15 process reducing costs to Worthing Borough Council by £19,000 and increasing the costs to Adur District Council by a similar amount.

- 4.5 However, as part of the review of the allocation of support services there have been some changes for individual services which are reflected in the detailed budgets. It is important to note that this does not change the overall cost of the support services to each Council, but that it does influence the size of the share that each service takes, and the proportion borne by the General Fund and the Capital Investment Programme.

Further details can be provided by request from the Jo-Anne Chang-Rogers (Finance Manager) or Sarah Gobey {Executive Head (Financial Services)}.

5.0 IMPACT ON FUTURE YEARS

- 5.1 The impact of the proposed changes on the overall revenue budget for the next 5 years is shown at Appendix 1. The reinstatement of the New Homes Bonus coupled with other changes means that the JSC is able to reduce the level of saving required from the Joint Strategic Committee going forward. However, there is a general election in 2015 and so some caution must be exercised when considering the 2016/17 shortfall and beyond. The Joint Strategic Committee is likely to show the following shortfalls:

5.0 IMPACT ON FUTURE YEARS

	Expected shortfall (Cumulative)				
	2014/15	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000	£'000
Cumulative budget shortfall as per July forecast	1,191	2,070	3,686	4,768	5,873
Add:					
Growth items identified in December	139	297	995	1,005	1,015
Final adjustment to inflation figures	57	57	57	57	57
Less:					
Savings agreed in December	(1,126)	(1,126)	(1,126)	(1,126)	(1,126)
Removal of contingency	(100)	(100)	(100)	(100)	(100)
Further savings to be agreed - see appendix 2	(161)	(161)	(161)	(161)	(161)
Increase to funding levels from the constituent Councils following settlement and the Autumn Statement	-	(607)	(1,324)	(1,261)	(1,239)
Adjusted cumulative budget shortfall	-	430	2,027	3,182	4,319
Savings required each year	-	430	1,597	1,155	1,137

- 5.2 To ensure that the Joint Strategic Committee continues to balance the budget there will need to be a continuing emphasis on efficiency and value for money in the annual savings exercise.

6.0 SIGNIFICANT RISKS

- 6.1 Members will be aware that there are several risks to the Joint Strategic Committee's overall budget. These can be summarised as follows:-

(i) **Income**

The Committee receives income from a number of services which will be affected by demand. Whilst known reductions in income have been built into the proposed budgets for 2014/15, income may fall further than expected.

(ii) **Withdrawal of funding by partners**

All budgets within the public sector continue to come under intense scrutiny which may lead to partners reassessing priorities and withdrawing funding for partnership schemes. Consequently, either council might lose funding for key priorities, which would leave the Joint Committee with unfunded expenditure together with the dilemma about whether to replace the funding from internal resources.

6.0 SIGNIFICANT RISKS

(iii) Inflation

A provision for 2.0% inflation has been built into non-pay budgets together with an allowance for additional inflation on fuel. Pay budgets include an inflationary allowance of 1%. Our Treasury advisors agree with the Bank forecast that inflation is likely to stay near the target rate of 2%. Each 1% increase in inflation is equivalent to the following amount:

	1% increase
	£'000
Pay	193
Non-pay	66

- 6.2 To help manage these risks, both councils have working balances and other earmarked reserves.

7.0 GROWTH

- 7.1 Attached at Appendix 3 are the non-committed growth items which total £253,000 for consideration. Members are asked to consider whether or not these items are supported. Supported growth items will then go to the individual Cabinets in February for confirmation.
- 7.2 Members attention is drawn to the growth item associated with the anti-social behaviour team. This team currently receives funding from the Police and Crime Commissioner, however the council is still waiting to hear whether this funding will continue on in to 2014/15 and so this item may not be needed.

8.0 CONSULTATION

- 8.1 Both Councils have undertaken a follow-up consultation to last year's area wide exercise entitled 'Your Chance to be the Chancellor'. This again took the form of a leaflet sent out to each home. The focus of this year's consultation was around the potential changes to the Council Tax Reduction Scheme, and the level of Council Tax increase that the public would support. Therefore it does not impact directly upon this committee. The closing date was 4th November 2013 and the results will be reported to the Adur and the Worthing Cabinets in February 2014.
- 8.2 The annual briefing with the business community will take place on 22nd January 2014.

9.0 COMMENTS BY THE CHIEF FINANCIAL OFFICER

9.1 Section 25 of the Local Government Act 2003 requires an authority's Chief Finance Officer - the Executive Head (Financial Services) - 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 when making their decisions.

9.2 As Members are aware, the Joint Strategic Committee must set its Estimates in advance of the start of the financial year. This is because both Councils must 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. This includes a share of the cost of the Joint Strategic Committee. 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.

9.3 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. 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, and income from grants.
 - External competition and declining markets, particularly during a recession.
- (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 2014/15.

9.0 COMMENTS BY THE CHIEF FINANCIAL OFFICER

- 9.4 The Executive Head (Financial Services) and Section 151 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 Joint Strategic Committee has also demonstrated that it has a sound system of financial management in place.

10.0 CONCLUSION

- 10.1 The past few have been very difficult for the Committee. Overall the Committee has successfully identified savings of over £1,287,000 to meet the current year's financial challenges. This year's savings show the reward for a continued focus on: the economy (through increased business rates); house building (though increasing levels of New Homes Bonus); robust approach to budgeting (through the removal of unneeded budgets); and the efficiency agenda which has reaped significant savings in the current year.
- 10.2 However, this has not been without pain. The workforce has been reduced again, with the inevitable pressure of additional work falling on the shoulders of the remaining staff. This will continue as requirement to reduce costs is set to be a feature of the organisation for the next few years. But we have to date continued to protect front-line services.
- 10.3 Looking further ahead, the Chancellor has signalled that the austerity programme will continue until at least 2015/16, so difficult times lie ahead. However, the Councils are in a strong position to meet this immediate challenge.
- 10.4 Nevertheless, it is difficult to be certain what the future will bring post the general election, although most commentators believe that funding will continue to be withdrawn from local government for the next 3- 5 years. Consequently, there is a real need for the Councils to developing a strategy for the next 2 – 5 years and the Chief Executive's 'Catching the Wave' project will help form the foundation of the strategy.
- 10.3 In preparing the strategy and forecast for 2013/14 an assessment was carried out of the significant risks and factors which may have an impact on the Committee'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 Joint Strategic Committee's 5-year Medium Term Financial Plan, to ensure that the financial challenges ahead are effectively met.
- 10.4 The annual preparation of the budget is a huge exercise involving the co-operation and support of countless officers in all departments of both Councils. Most of the work, of course, falls on the Financial Services team and has to be completed within tight time constraints at a difficult time of year.

11.0 RECOMMENDATION

11.1 The Joint Strategic Committee is recommended to:

- Approve the savings set out in Appendix 2
- Consider the non-committed growth items outlined in Appendix 3 and indicate which items will be supported when the overall budgets for each Council are considered;
- Agree the budgets for 2014/15 at Appendix 4 to be adjusted by any agreed growth items.

SARAH GOBEY
Executive Head
(Financial Services) & Section 151 Officer

ANDREW GARDINER
Strategic Director

Local Government Act 1972 **Background Papers:**

Reports to the Joint Strategic Committee

Local Authority Finance (England) Settlement Revenue Support Grant for 2014/15 and Related Matters: DCLG Letters and associated papers of 18th December 2013.

The Autumn Statement 2013. HM Treasury

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 2012/13

Report to Joint Strategic Committee 7th November 2013 – “2nd Capital, Revenue Budget and Performance Monitoring 2013/14

Contact Officer:

Jo-Anne Chang-Rogers
Finance Manager
Town Hall, Chapel Road, Worthing
(01903) 221232
Jo-anne.chang-rogers@adur-worthing.gov.uk

SCHEDULE OF OTHER MATTERS

1.0 COUNCIL PRIORITY

- 1.1 The budget supports the Council's achievement of all its priorities.

2.0 SPECIFIC ACTION PLANS

- 2.1 The report details how the Council proposes to meet the financial targets initially outlined in the 3-year outline forecast considered in July 2010.

3.0 SUSTAINABILITY ISSUES

- 3.1 Matter considered and no issues identified

4.0 EQUALITY ISSUES

- 4.1 The majority of the proposals included in the report will have no impact on equality issues as there are no proposed changes to the way in which services are delivered.

5.0 COMMUNITY SAFETY ISSUES (SECTION 17)

- 5.1 Matter considered and no issues identified

6.0 HUMAN RIGHTS ISSUES

- 6.1 Matter considered and no issues identified

7. REPUTATION

- 7.1 Matter considered and no issues identified

8.0 CONSULTATIONS

- 8.1 Consultations are detailed in Section 9 of the main report

9.0 RISK ASSESSMENT

- 9.1 The overall risks to the budget are detailed in Section 8 of the main report.

10.0 HEALTH AND SAFETY ISSUES

- 10.1 Matter considered and no issues identified

11.0 PROCUREMENT STRATEGY

- 11.1 Matter considered and no issues identified

12.0 PARTNERSHIP WORKING

- 12.1 The report considers the impact that partnership working has on the overall revenue budget.

JOINT STRATEGIC COMMITTEE
Revenue Budget Summary Statement 2013/14 - 2018/19

	2013/14 Base	2014/15	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000	£'000	£'000
Net Spending to be Financed from Taxation						
Base budget	24,712	24,712	24,712	24,712	24,712	24,712
(a) Annual Inflation						
Estimated inflation		527	1,005	1,696	2,392	3,120
(b) Committed Growth						
Changes to National Insurance Contributions		-	-	532	532	532
Impact of Pension contribution increase		-	158	324	330	337
Net Committed & unavoidable changes approved Dec 2013		139	139	139	139	139
(c) Agreed Savings						
Savings approved 3 December 2013		(1,126)	(1,126)	(1,126)	(1,126)	(1,126)
Adjustments to savings declared in December 2013		5	5	5	5	5
Restructure of Management Team		(107)	(107)	(107)	(107)	(107)
Further redundancies in Service Departments		(59)	(59)	(59)	(59)	(59)
(d) Accounting adjustments						
Reclassification of income as recharge income		524	524	524	524	524
Reduction of recharges within the Joint Committee		(681)	(681)	(681)	(681)	(681)
Total Budget Requirements	24,712	23,934	24,570	25,959	26,661	27,396
Less: Recharges within the Joint Strategic Committee	(4,025)	(3,344)	(3,344)	(3,344)	(3,344)	(3,344)
Net cost to be reallocated to the Councils	20,687	20,590	21,226	22,615	23,317	24,052
Adur District Council	8,129	8,244	8,326	8,243	8,062	7,901
Worthing Borough Council	12,558	12,346	12,469	12,345	12,073	11,832
Total income for services provided to the constituent councils	20,687	20,590	20,796	20,588	20,135	19,732
(Surplus) / Shortfall in Resources	-	-	430	2,027	3,182	4,319

APPENDIX 2

Saving	Notes	When / Value?		
		2014/15	2015/16	Beyond
Savings from efficiency measures or base budget review:		£'000	£'000	£'000
Corporate initiatives Restructure of management team	Impact is detailed in the report elsewhere on the agenda	107.1	107.1	107.1
Corporate and Cultural Services <i>Legal Services</i> Restructure	The saving is created by making 3 posts redundant and replacing one of the posts on a lower grade and also making one post full time.	37.0	37.0	37.0
Housing, Health and Community Safety <i>Environmental Health</i> Deletion of Team Leader (Health and Safety) Less: Investment in structure		56.7 -41.5		
Net saving arising from vacancy		15.2	15.2	15.2

APPENDIX 2

Saving	Notes	When / Value?		
		2014/15	2015/16	Beyond
		£'000	£'000	£'000
Housing, Health and Community Safety <i>Housing Services Management</i> Deletion of lettings and support officer Less: Pension strain Net saving from redundancy <u>Total Efficiency Savings</u> Adjustments to savings declared in November Overall total savings	VR of post 4056	9.9		
		-3.5		
		6.4	6.4	6.4
		165.7	165.7	165.7
	Overstatement of salary saving	-25.1	-25.1	-25.1
		140.6	140.6	140.6

Non-Committed growth	When / Value?			2014/15			
	2014/15	2015/16	Beyond	Adur	Adur - HRA	Worthing	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Corporate and Cultural Services</u> <i>Legal Services:</i> Increase in hours of Senior Information Officer In 2008 the Census Partnership highlighted the lack of information security standards, procedures and practice to the Census Joint Steering Group who agreed for a Project Team to develop a suite of Information Security Policies. The policy was agreed by Joint Strategic Committee on 27th March 2012 and a suite of 12 policies have been developed and adopted by Management Team which set out the role and responsibilities of the Information Security Manager. These roles and responsibilities are new areas of work arising from the policies adopted by the Council. The work has been allocated to the Council's Senior Information Officer, who does not have the capacity to absorb this work into her current post. The duties of the role are to take day-to-day responsibility for developing, monitoring and overseeing the implementation of the Corporate Information and Records Management Policies, procedures and guidelines and proving the mechanisms for supporting Access to Information compliance.	23.5	23.5	23.5	9.4	0.0	14.1	23.5

Non-Committed growth	When / Value?			2014/15			
	2014/15	2015/16	Beyond	Adur	Adur - HRA	Worthing	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<p>Increase in hours of Senior Information Officer</p> <p>In 2008 the Census Partnership highlighted the lack of information security standards, procedures and practice to the Census Joint Steering Group who agreed for a Project Team to develop a suite of Information Security Policies. The policy was agreed by Joint Strategic Committee on 27th March 2012 and a suite of 12 policies have been developed and adopted by Management Team which set out the role and responsibilities of the Information Security Manager. These roles and responsibilities are new areas of work arising from the policies adopted by the Council. The work has been allocated to the Council's Senior Information Officer, who does not have the capacity to absorb this work into her current post.</p> <p>The duties of the role are to take day-to-day responsibility for developing, monitoring and overseeing the implementation of the Corporate Information and Records Management Policies, procedures and guidelines and proving the mechanisms for supporting Access to Information compliance.</p>	23.5	23.5	23.5	9.4	0.0	14.1	23.5

The policy approved by Joint Strategic Committee commits the Councils to putting in place policies, procedures, guidelines and mechanisms for improving good information management, information security and record keeping. The role and responsibilities assigned to the Information Security Manager are essential to the successful implementation and continued commitment to the laudable aims and objectives of the policy.

Benefit/deliverables (outputs, impact on financial savings)

- i) Safeguarding the Councils and avoiding breaches of statutory data protection rules.

Implication of unsuccessful bid

There will be insufficient resources to carry out the role of Information Security Manager

Human Resources

Computerisation of recruitment process

Part of an on-going project to improve the efficiency of HR and Payroll processes through the use of IT.

6.0

6.0

6.0

2.4

3.6

6.0

Non-Committed growth	When / Value?			2014/15			
	2014/15	2015/16	Beyond	Adur	Adur - HRA	Worthing	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Benefit/deliverables (outputs, impact on financial savings) i) Non cashable efficiency savings as staff have less direct involvement in an on-line process. This is part of a Council wide initiative to reduce administration burden.							
Implication of unsuccessful bid Unable to implement this system and progress the “channel shift” in recruitment							
<i>Museum and art gallery</i> Annual valuation of Museum Collection The Council is now required to regularly value it's collection for audit purposes. This will also have the benefit of making sure that the collection is not undervalued for insurance purposes.	21.3	21.3	21.3	0.0	0.0	21.3	21.3
Benefit/deliverables (outputs, impact on financial savings) The revaluation of the collection is a requirement for the statement of accounts. Museum curatorial team will not have to withdraw from income generating activities to carry out this							
Implication of unsuccessful bid The museum collections may be under insured and the assessment of heritage assets may not be accurate if a full valuation is not carried out.							

Non-Committed growth	When / Value?			2014/15			
	2014/15	2015/16	Beyond	Adur	Adur - HRA	Worthing	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health, Housing and Community Safety <i>ASB - Safer Communities Team</i> PCC funding for ASB team may cease. The request is to mainstream the cost of the ASB co-ordinator and one officer.	51.0	85.0	85.0	20.4	0.0	30.6	51.0
Benefit/deliverables (outputs, impact on financial savings) i) Continued low levels of anti-social behaviour through co-ordinated multi agency work.							
Implication of unsuccessful bid Loss of qualified experienced ASB officer and likely consequent increase in ASB levels and less corporate ability to respond and work with Early Intervention with police.							
Technical Services <i>Estates</i> Additional Senior Estates Surveyor for two years to move forward the large number of simultaneous major sales being expected at the moment.	25.0	25.0	0.0	10.0	0.0	15.0	25.0
Benefit/deliverables (outputs, impact on financial savings) i) Lever in capital receipts to the benefit of both Councils as part of major projects such as NWoW and the new swimming pool.							
Implication of unsuccessful bid Unable to progress sales of sites as quickly as expected							

Non-Committed growth	When / Value?			2014/15			
	2014/15	2015/16	Beyond	Adur	Adur - HRA	Worthing	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<i>Engineers</i> Additional engineer to support a variety of revenue projects including the Adur River Walls project, and Brooklands lake options.	40.0	40.0	40.0	16.0	0.0	24.0	40.0
Implication of unsuccessful bid Unable to progress a number of projects as quickly as expected							
<i>Economic Regeneration</i> Events Coordinator Lack of co-ordinated approach to the delivery of events across the council. The responsibility is divided across several departments which lead to inefficiency and confusion internally and externally.	43.4	43.4	43.4	17.4	0.0	26.0	43.4
	210.2	244.2	219.2	75.6	0.0	134.6	210.2

JOINT SERVICE BLOCK ACTIVITY RECHARGED TO ADUR AND WORTHING COUNCILS



APPENDIX 4

SERVICE BLOCKS	ESTIMATE 2013/14	ESTIMATE 2014/15
	£	£
Chief Executive, Strategic Directors & Corporate Centre	1,067,860	1,182,700
Adur Homes	110,490	111,900
Corporate and Cultural Services	2,220,700	2,247,720
Customer Services & Waste Management	6,069,420	5,290,340
Financial Services & ICT	3,379,480	3,193,730
Housing Health & Community Safety	3,184,430	3,046,980
Planning Regeneration & Wellbeing	3,543,040	3,526,420
Technical Services	5,136,160	5,333,540
TOTAL SERVICES	24,711,580	23,933,330
ALLOCATION OF COSTS		
Recharged to other joint services	(4,024,800)	(3,343,530)
	20,686,780	20,589,800
Adur District Council	(8,128,430)	(8,243,940)
Worthing Borough Council	(12,558,350)	(12,345,860)
TOTAL SERVICE BLOCK ALLOCATIONS	(20,686,780)	(20,589,800)

**JOINT SUMMARY SERVICE BLOCK:
Chief Executive, Strategic Directors & Corporate C'tre**

SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Chief Executive & Strategic Directors		
Executive Office	484,300	481,780
Corporate Centre	583,560	700,920
TOTAL CHIEF EXECUTIVE, STRATEGIC DIRECTORS & CORPORATE CENTRE	1,110,910	1,182,700
ALLOCATION OF COSTS		
Recharged to other joint services	136,880	133,830
Adur District Council	422,540	482,420
Worthing Borough Council	508,440	566,450
	1,067,860	1,182,700

JOINT CE, SD & CORPORATE CENTRE 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support Recharges	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
Executive Office		436,370		100	12,750			449,220	32,560	481,780
Corporate Centre		580,720		420	67,940			649,080	51,840	700,920
TOTAL STAFF	9.81									
TOTAL COST OF CHIEF EXECUTIVE STRATEGIC DIRECTORS		1,017,090	-	520	80,690	-	-	1,098,300		1,182,700
<div> Percentage Direct Costs <div> 93% 0% 0% 7% 0% </div> <div> An explanation of the changes to the budget since last year is provided on the next page - the Variation page </div> </div>										

**JOINT VARIATIONS:
C.E., Strategic Directors & Corporate Centre**

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/14	ESTIMATE 2014/15
ORIGINAL ESTIMATE 2013/2014	£ 1,067,860
INFLATION	16,880
Agreed Savings	
Review of performance and scrutiny budgets	(11,400)
Review of training budgets	(12,600)
Review of Chief Executive and Strategic Director budgets	(8,800)
Review of Communications budgets	(4,400)
BUDGET TRANSFERS	
Transfer Web Developers posts to Communications	116,810
Changes in allocation of recharge from other services	18,350
APPROVED ESTIMATE 2014/2015	(1,182,700)

JOINT SUMMARY SERVICE BLOCK:
Adur Homes

SERVICE	ESTIMATE 2013/14	ESTIMATE 2014/15
Adur Homes	£	£
Executive Office	110,490	111,900
TOTAL ADUR HOMES	110,490	111,900
ALLOCATION OF COSTS		
Recharged to other joint services	-	-
Adur District Council	110,490	111,900
Worthing Borough Council	-	-
	110,490	111,900

JOINT ADUR HOMES 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Sub-Total	Support	Notional Asset Hire Charges	TOTAL
Executive Office	1	£ 94,500	£ -	£ -	£ 10,780	£ -	£ -	£ 105,280	£ 6,620	£ -	£ 111,900
TOTAL STAFF	1										
TOTAL COST OF JOINT ADUR HOMES		94,500	-	-	10,780	-	-	105,280	6,620	-	111,900
Percentage of Direct Costs		90%	-	-	10%	-					
An explanation of the changes to the budget since last year is provided on the previous page - the Variation page Staff FTE = Number of staff based on full time equivalent											

An explanation of the changes to the budget since last year is provided on the next page - the Variation page
 Staff FTE = Number of staff based on full time equivalent

JOINT VARIATIONS:
Adur Homes

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ORIGINAL ESTIMATE 2014/2015
ORIGINAL ESTIMATE 2013/2014	£ 110,490
INFLATION	1,160
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE None	-
BUDGET TRANSFERS Virements - Reallocation of Print Room Recharges Changes in allocation of recharge from other services	- 250
APPROVED ESTIMATE 2014/2015	111,900

JOINT SUMMARY SERVICE BLOCK:
Corporate and Cultural Services

SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Corporate and Cultural Services		
Executive Office	143,950	143,110
Leisure & Cultural Services	19,990	25,330
Elections	181,440	184,450
Democratic Services	309,140	320,690
Land Charges	126,170	129,730
Legal	980,860	984,420
Human Resources	459,150	459,990
TOTAL CORPORATE AND CULTURAL SERVICES	2,220,700	2,247,720
ALLOCATION OF COSTS		
Recharges to other joint services	239,730	240,490
Adur District Council	814,370	767,360
Worthing Borough Council	1,166,600	1,239,870
	2,220,700	2,247,720

JOINT CORPORATE & CULTURAL SERVICES 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
Executive Office	2	124,580	-	-	4,800	-	(20)	129,360	13,750	143,110
Executive Office (Leisure & Cultural Services)	0.68	17,600	-	300	4,610	-	-	22,510	2,820	25,330
Elections	5	140,030	-	480	3,710	-	-	144,220	40,230	184,450
Democratic Services	6	245,180	-	170	30,320	-	-	275,670	45,020	320,690
Land Charges	3.4	95,220	-	-	8,490	-	-	103,710	26,020	129,730
Legal	20	806,290	-	3,280	56,050	-	(31,810)	833,810	150,610	984,420
Human Resources	9.2	376,110	-	310	14,500	-	-	390,920	69,070	459,990
TOTAL STAFF	46.28									
TOTAL COST OF JOINT CORPORATE & CULTURAL SERVICES		1,805,010	-	4,540	122,480	-	(31,830)	1,900,200	347,520	2,247,720
Percentage of Direct Cost 93% 0% 0% 6% 0%										
An explanation of the changes to the budget since last year is provided on the previous page - the Variation Page Staff FTE = Number of staff based on full time equivalent										
										Adur & Worthing <small>councils</small>

An explanation of the changes to the budget since last year is provided on the next page - the Variation page
Staff FTE = Number of staff based on full time equivalent

JOINT VARIATIONS SERVICE BLOCK:
Corporate and Cultural Services

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ESTIMATE 2014/2015
ORIGINAL ESTIMATE 2013/2014	£ 2,220,700
INFLATION	42,840
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE	
Committed Growth	
Leisure & Cultural Services - Slight increase in staff hours	2,970
Legal Services - Upgrade for debt management module	1,500
Agreed Savings	
Land Charges - Deletion of post	(4,610)
Legal Services - Deletion of post	(10,000)
Legal Services - Termination of temporary additional contractual hours	(5,000)
Legal Services - Increased income through provision of services to other local authority	(4,000)
Legal Services - Making 3 posts redundant, replacing one post on a lower grade and making one post full time.	(37,000)
BUDGET TRANSFERS	
Virements in 2013/14	
Land Charges - Income budget transferred to Adur and Worthing	4,320
Democratic Services - Advertising budget transferred to Adur and Worthing	(4,130)
Human Resources - Staff expenses budget moved to Adur	(2,520)
Payroll changes	18,190
Changes in allocation of recharge from other services	24,470
OTHER MINOR VARIATIONS	(10)
APPROVED ESTIMATE 2014/2015	2,247,720

JOINT SUMMARY SERVICE BLOCK:
Customer Services

SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Customer Services & Waste Management		
Executive Office	101,880	102,640
Business Support	151,140	164,270
Technology & Business Solutions	364,620	260,470
Central Postage	(2,160)	(620)
Clinical Waste Collection	24,480	(2,670)
Commerce Way Depot	111,170	112,430
Customer Services	1,060,900	1,090,770
Recycling	(326,830)	(672,310)
Refuse Collection	1,960,140	1,661,060
Street Sweeping & Cleansing	1,508,500	1,538,540
Trade Refuse Collection	465,180	428,980
Vehicle Workshop	486,480	620,410
Graffiti: Visual Quality Initiative	42,560	41,800
Waste Management	325,830	321,940
Waste Strategy	279,850	243,710
	6,553,740	5,911,420
Less: Vehicle Works Trading Account - recharged to services per job	(486,480)	(621,080)
TOTAL CUSTOMER SERVICES AND WASTE MANAGEMENT SERVICES	6,067,260	5,290,340
ALLOCATION OF COSTS		
Recharged to other joint services	1,006,710	525,200
Adur District Council	1,800,150	1,871,960
Worthing Borough Council	3,260,400	2,893,180
	6,067,260	5,290,340

JOINT CUSTOMER SERVICES 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
Executive Office	1	94,990	-	-	250	-	-	95,240	7,400	102,640
Technology & Business Solutions	5.2	231,760	-	490	4,040	-	-	236,290	24,180	260,470
Central Postage					78,360		(78,980)	(620)	-	(620)
Clinical Waste	1	24,400	-	8,320	11,150	-	(50,150)	(6,280)	3,610	(2,670)
Commerce Way	0	6,080	134,570	60	19,380	-	(55,490)	104,600	7,830	112,430
Customer Services	32.5	807,080	-	50	16,880	-	-	824,010	266,760	1,090,770
Business Support	8.4	154,190	-	-	1,190	-	(2,080)	153,300	10,970	164,270
Recycling	27	639,520	7,700	186,870	115,560	-	(1,694,960)	(745,310)	73,000	(672,310)
Refuse Collection	47	1,232,870	12,920	393,020	34,970	50	(88,840)	1,584,990	76,070	1,661,060
Street Cleansing	46.8	1,170,210	6,640	274,840	61,340	(10)	(37,370)	1,475,650	62,890	1,538,540
Trade Refuse	9	254,380	-	118,130	28,100	-	(4,810)	395,800	33,180	428,980
Vehicle Workshop	8	274,860	970	8,250	320,700	-	(621,080)	(16,300)	15,630	(670)
Visual Quality Initiative	2	44,820	-	5,830	8,500	-	(19,160)	39,990	1,810	41,800
Waste Management	6	260,910	100	4,170	40,970	-	(17,900)	288,250	33,690	321,940
Waste Strategy	7.3	221,460	-	10,640	-	-	-	232,100	11,610	243,710
TOTAL STAFF	201.2									
TOTAL COST OF JOINT CUSTOMER SERVICES		5,417,530	162,900	1,010,670	741,390	40	(2,670,820)	4,661,710	628,630	5,290,340

Percentage Direct Cost

74%

2%

14%

10%

0%

An explanation of the changes to the budget since last year is provided on the previous page - the Variation page

Staff FTE = Number of staff based on full time equivalent

Adur & Worthing
councils


JOINT VARIATIONS SERVICE BLOCK:
Customer Services

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ESTIMATE 2014/2015
ORIGINAL ESTIMATE 2013/2014	£ 6,067,260
CHANGES TO BASE	18,670
Transfer of Web team to Corporate Strategic Team	(116,810)
INFLATION	128,430
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE	
Committed Growth	
Recycling – Reduction in Recycling payment from WSCC	80,000
Agreed Savings	
Salary savings from changes in staffing	(30,000)
Recycling - Garden waste increase over and above inflation plus increase in take-up	(97,900)
Cleansing - Vehicle lease cost reduction	(82,000)
Refuse - Reduction in Multiple Occupation service	(154,880)
Notional Interest budget saving	(257,850)
Customer Services - Uniform & Accreditation budgets	(4,000)
BUDGET TRANSFERS	
Changes in allocation of recharge from other services	(260,580)
Other minor transfers	
APPROVED ESTIMATE 2014/2015	5,290,340

JOINT SUMMARY SERVICE BLOCK:
Financial Services & ICT

SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Financial Services		
Executive Office	163,060	71,880
Exchequer & Investigations	958,470	852,210
Corporate Management (includes External Audit)	23,250	23,720
Accountancy	1,083,970	1,089,130
ICT	1,150,730	1,156,790
TOTAL FINANCIAL SERVICES	3,379,480	3,193,730
ALLOCATION OF COSTS		
Recharged to other joint services	1,030,070	1,036,650
Adur District Council	966,470	899,060
Worthing Borough Council	1,382,940	1,258,020
	3,379,480	3,193,730

JOINT FINANCIAL SERVICES 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
Executive Office	2.0	41,910	-	520	10,510	-	(30)	52,910	18,970	71,880
Exchequer & Investigations	18.3	565,830	-	90	71,240	-	(18,640)	618,520	233,690	852,210
External Audit	0	-	-	-	23,720	-	-	23,720	-	23,720
Accountancy	18.5	879,780	-	610	57,920	-	(28,020)	910,290	178,840	1,089,130
ICT	0.0	25,090	-	-	198,990	931,090	-	1,155,170	1,620	1,156,790
TOTAL STAFF	38.8									
TOTAL COST OF JOINT FINANCIAL SERVICES		1,512,610	-	1,220	362,380	931,090	(46,690)	2,760,610	433,120	3,193,730
Percentage of Direct Cost		54%	0%	0%	13%	33%				
An explanation of the changes to the budget since last year is provided on the previous page - the Variation page Staff FTE = Number of staff based on full time equivalent										
										


JOINT VARIATIONS SERVICE BLOCK:
Financial Services and ICT

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ESTIMATE 2014/2015
ORIGINAL ESTIMATE 2013/2014	£ 3,379,480
INFLATION	52,130
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE	
Committed Growth	
Potential impact of Job Evaluations	20,000
ICT - PSN accreditation for increased maintenance costs	18,000
Agreed Savings	
Secretarial Services - Reduction in staff working hours	(7,000)
Restructure of Management team	(107,100)
Payroll - Reduction in staff working hours due to automation of admin tasks	(8,000)
Insurance - Reduction in staff working hours due to restructure	(22,000)
Corporate - Introduction of credit card charges for customers	(20,000)
BUDGET TRANSFERS	
Virements	(6,500)
Changes in allocation of recharge from other services	(95,760)
Payroll changes from other services held as a corporate item	(9,520)
APPROVED ESTIMATE 2014/2015	3,193,730

JOINT SUMMARY SERVICE BLOCK:
Housing, Health and Community Safety

SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Housing Health & Community Safety		
Executive Office	99,540	99,700
Community Safety	191,700	182,470
Environmental Health	1,962,920	1,930,590
Housing Services	860,280	763,010
Housing Strategy	69,990	71,210
TOTAL HOUSING, HEALTH & COMMUNITY SAFETY	3,184,430	3,046,980
ALLOCATION OF COSTS		
Recharged to other joint services	-	-
Adur District Council	1,324,650	1,260,380
Worthing Borough Council	1,859,780	1,786,600
	3,184,430	3,046,980

JOINT HOUSING, HEALTH AND COMMUNITY SAFETY 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	Notional Asset Hire Charges	TOTAL BUDGET
		£	£	£	£	£	£	£		£	£
Executive Office	1	92,390		1,240	1,660			95,290	4,410	-	99,700
Community Safety	16.9	455,990		1,990	22,930		(316,830)	164,080	18,390	-	182,470
Environmental Health	40.7	1,596,270	500	53,750	85,420		(52,920)	1,683,020	247,570	-	1,930,590
Housing Services	21.2	834,740		11,840	15,030		(182,810)	678,800	84,210	-	763,010
Housing Strategy	1	51,930		720	11,940			64,590	6,620	-	71,210
TOTAL STAFF	80.8										
TOTAL COST OF JOINT HOUSING HEALTH & COMMUNITY SAFETY SERVICES		3,031,320	500	69,540	136,980	-	(552,560)	2,685,780	361,200	-	3,046,980
Percentage of Direct Costs		94%	0%	2%	4%	0%					
An explanation of the changes to the budget since last year is provided on the previous page - the Variation page Staff FTE = Number of staff based on full time equivalent											
											


JOINT VARIATIONS SERVICE BLOCK:
Housing, Health and Community Safety

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ESTIMATE 2014/2015
ORIGINAL ESTIMATE 2013/2014	£ 3,184,430
INFLATION	72,900
CHANGES TO BASE	
Pest control chemicals budget transfer to Joint Strategic Committee	3,480
Licensing Team cash collection budget transfer to Joint Strategic Committee	500
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE	
Agreed Savings	
Reduction in overtime budgets	(27,070)
Review of departmental salary budgets	(50,700)
Base budget review - miscellaneous supplies and services budgets	(23,500)
Replacement of Environmental Health H&S Team Leader post with Senior Environmental Health Technical Officer post	(15,230)
Deletion of Lettings and Support Officer post	(6,410)
BUDGET TRANSFERS	
Payroll changes	(910)
Changes in allocation of recharge from other services	(90,510)
APPROVED ESTIMATE 2014/2015	3,046,980

JOINT SUMMARY SERVICE BLOCK:
Planning, Regeneration and Wellbeing

SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Planning, Regeneration & Wellbeing Services		
Executive Office	109,470	105,680
Building Control	683,420	688,650
Community Wellbeing	532,670	489,520
Development Control	1,260,450	1,234,150
Economic Regeneration	567,140	621,540
Planning Policy	389,890	386,880
TOTAL PLANNING, REGENERATION AND WELLBEING SERVICES	3,543,040	3,526,420
ALLOCATION OF COSTS		
Recharged to other joint services	-	6,350
Adur District Council	1,444,430	1,439,170
Worthing Borough Council	2,098,610	2,080,900
	3,543,040	3,526,420

JOINT PLANNING, REGENERATION & WELLBEING SERVICES 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Direct Recharges	Premises	Transport	Supplies & Services	Third Party	Income	Service Controlled Budget	Support	Capital Charges	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£	£	£
Executive Office	1.0	93,030	-	-	350	4,900	-	-	98,280	7,400	-	105,680
Building Control	12.7	552,210	-	2,730	4,040	62,980	-	(15,610)	606,350	82,300	-	688,650
Community Wellbeing	10.4	386,420	-	-	3,450	37,040	-	(4,260)	422,650	66,870	-	489,520
Development Control	24.8	951,870	-	-	5,190	96,140	-	-	1,053,200	180,950	-	1,234,150
Economic Regeneration	12.7	571,480	-	-	5,810	19,100	-	(61,390)	535,000	86,540	-	621,540
Planning Policy	6.7	334,170	-	-	3,200	3,270	-	-	340,640	46,240	-	386,880
TOTAL STAFF	68.3											
TOTAL COST OF JOINT PLANNING, REGENERATION & WELLBEING SERVICES		2,889,180	-	2,730	22,040	223,430	-	(81,260)	3,056,120	470,300	-	3,526,420
Percentage of Direct Costs <div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> <p>92% 0% 0% 1% 7% 0%</p> <p>An explanation of the changes to the budget since last year is provided on the previous page - the Variation page Staff FTE = Number of staff based on full time equivalent</p>												
												


JOINT VARIATIONS:
Planning, Regeneration and Wellbeing

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ESTIMATE 2014/2015
	£
ORIGINAL ESTIMATE 2013/2014	3,543,040
CHANGES TO BASE	
Virements planning policy	2,250
INFLATION	77,360
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE	
Agreed Savings	
Reduction in Economic regeneration computing & printing budgets	(3,000)
Community Wellbeing ahead of the game removal of Olympics initiative	(5,200)
Community Wellbeing and planning miscellaneous and printing reductions	(15,000)
Removal of vacant post within Development Control	(40,000)
Reduction in Development Control computing and printing costs	(25,000)
Removal of administrative post in Planning Policy	(13,000)
Agreed Growth	
Tourism Information Centre seasonal staffing	15,000
BUDGET TRANSFERS	
Payroll Changes	(9,500)
Changes in allocation of recharge from other services	(530)
APPROVED ESTIMATE 2014/15	3,526,420

JOINT SUMMARY SERVICE BLOCK:
Technical Services

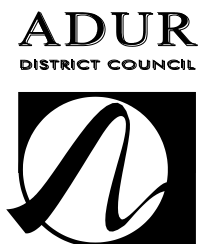
SERVICE	ESTIMATE 2013/2014	ESTIMATE 2014/2015
	£	£
Technical Services		
Executive Office	123,030	121,420
Business Services	509,650	501,380
Survey & Design Services	466,930	470,690
Properties Management	1,861,210	1,753,340
Engineers *	566,080	528,560
Corporate Information	295,740	201,670
Car Parks Management *	263,690	278,340
Technical Support Services	331,210	330,830
Parks Foreshore & Cemeteries Administration	162,240	106,140
Parks	572,450	1,066,610
Less: Reprographics - recharged to services per job	(16,070)	(25,440)
TOTAL TECHNICAL SERVICES	5,136,160	5,333,540
ALLOCATION OF COSTS		
Recharged to other joint services	2,201,200	1,401,010
Adur District Council	976,870	1,411,690
Worthing Borough Council	1,958,090	2,520,840
	5,136,160	5,333,540

JOINT TECHNICAL SERVICES 2014/2015 - SUBJECTIVE ANALYSIS

SERVICE / ACTIVITY	Staff FTE	Employees	Premises	Transport	Supplies & Services	Third Party*	Income	Service Controlled Budget	Support	TOTAL BUDGET
		£	£	£	£	£	£	£	£	£
Executive Office	1	93,670	-	-	-	-	-	93,670	27,750	121,420
Business Services	13.14	330,690	2,230	4,980	94,650	-	(107,660)	324,890	151,050	475,940
Surveying and design services	7	330,390	-	8,110	-	-	-	338,500	132,190	470,690
Properties management	6	371,520	801,640	3,370	174,630	-	(43,550)	1,307,610	445,730	1,753,340
Engineers	11.5	443,900	-	10,720	-	-	(37,000)	417,620	110,940	528,560
Corporate Information	5	145,210	-	1,000	47,650	-	(40,300)	153,560	48,110	201,670
Car Parks Management	6.5	234,260	-	-	-	-	-	234,260	44,080	278,340
Technical Support Services	7.4	220,330	3,770	250	85,640	-	(10,000)	299,990	30,840	330,830
Parks Foreshore & Cemeteries Administration	3	80,820	-	2,470	10,490	-	(20)	93,760	12,380	106,140
Parks	62.61	1,686,180	-	325,820	261,050	-	(1,297,650)	975,400	91,210	1,066,610
TOTAL STAFF	123.2									
TOTAL COST OF JOINT TECHNICAL SERVICES		3,936,970	807,640	356,720	674,110	-	(1,536,180)	4,239,260	1,094,280	5,333,540
Percentage of Direct Costs <div> 68% 14% 6% 12% 0% </div> <p>An explanation of the changes to the budget since last year is provided on the previous page - the Variation page</p> <p>Staff FTE = Number of staff based on full time equivalent</p> <div>  </div>										

JOINT VARIATIONS SERVICE BLOCK:
Technical Services

DETAILS OF CHANGES SINCE THE ORIGINAL BUDGET 2013/2014	ESTIMATE 2014/2015
ORIGINAL ESTIMATE 2013/2014	£ 5,138,320
CHANGES TO BASE	
Property Management	(4,000)
Parks & Foreshore	411,660
INFLATION	131,710
APPROVED VARIATIONS REPORTED TO JOINT COMMITTEE	
Committed Growth	
Technical Support Services PAT Testing	2,000
Agreed Savings	
Technical Support Services Computer Costs	(5,000)
Reprograhics - P/T Printing post	(9,700)
Business Services Computer Costs	(5,000)
Engineers - EA contribution for regional / national work	(25,000)
Engineers - WSCC drainage agents	(12,000)
Health & Safety post	(27,100)
Corporation Information Service review	(89,900)
BUDGET TRANSFERS	
Virements in 2013/2014	
From Town Hall cleaning to Portland House, Musuem, TIC, and Theatres	(7,360)
Joint Parks Management & Foreshore	(28,000)
Payroll changes	13,360
Changes in allocation of recharge from other services	(150,450)
	-
APPROVED ESTIMATE 2014/2015	5,333,540



Ward: All

Planned Maintenance Programmes for Adur District Council and Worthing Borough Council 2014/15 Onwards

Report by the Strategic Director (AG)

1.0 SUMMARY

- 1.1 This report seeks the Joint Strategic Committee's approval of the 2014/15 five year property, land and equipment maintenance programmes for Adur and Worthing Councils.

2.0 BACKGROUND

- 2.1 The Councils' buildings, equipment and land are their most valuable assets. Adur have a non-housing asset valuation of £30,000,000 and approximately 120 buildings, Worthing Council's valuation is £70,000,000 with around 350 buildings in total. The properties include leased offices, shop premises, administrative buildings, theatres, leisure buildings, allotments, car parks, community centres, parks and associated buildings, cemeteries, a crematorium, a pier, beach huts, bus shelters and seats. The number of buildings the Councils' are responsible for has reduced slightly in recent years following the sale of some property assets.

2.2 Adur District Council

- 2.2.1 At Adur the five year planned maintenance programme was introduced in 2009/10. Low capital investment and reduced reactive repair allocations had made it increasingly difficult to consistently maintain assets to a satisfactory standard. As a result many require planned investment to ensure they are brought back to a satisfactory condition to continue to provide the Council with effective buildings facilitating services, generating income, protecting value and providing benefit to the community.
- 2.2.2 The previous approach to maintaining corporate non-housing property at Adur led to a backlog of maintenance, which would ultimately increase costs in future years and reduce the performance and appearance of our buildings and affect value. The introduction of a planned maintenance programme has arrested that decline. The current assessment of works is evidenced in the attached programme (**APPENDIX A**). The Planned Maintenance Programme will continue to develop over future years as the on-going rolling programme of condition surveys is completed. The programme will continue to develop into a comprehensive assessment of maintenance need and allow areas such as the backlog of works to be properly

quantified. This approach will be reflected in the Councils' Asset Management Plan.

- 2.2.3 The Planned Maintenance Programme for Adur for 2014/15 is based upon historical property information, some condition surveys and site inspections. The programme has been produced in line with good asset management practices which recommend that the Council consider a stronger link between the maintenance backlog identified by the condition surveys and the budget setting process. The programme should be set according to planned maintenance need, which can result in revenue savings, although these need to be supported by capital investment to tackle growing backlog and replacing or refurbishing assets that are simply beyond maintenance.

2.3 Worthing Borough Council

- 2.3.1 Worthing Council is still responsible for the maintenance of a diverse mixture of public buildings using the planned and reactive maintenance budgets. The proposed five year programme of work is set out in the attached **APPENDIX B**. The planned maintenance budget has been capped for many years and with restricted capital investment it is difficult to maintain our property, land and equipment to a satisfactory standard. In 2010 the 2011/12 planned maintenance budget was cut back by a further £125,000 to comply with the Cabinet's informal requirements for overall budgetary reasons resulting in an increased need to concentrate on the highest priorities. This approach has led to a steady increase in the level of backlog maintenance, which in turn leads to increased costs in future years, and a general reduction in the performance and appearance of all our buildings. Unchecked then ultimately it would not be possible to repair fabric and services of the existing buildings and replacement/alternative services and buildings will be required. Schemes that have had to be deleted from the programme because of the lack of revenue resources include the vast majority of provision for internal decorations and the deferral of other schemes. Backlog maintenance has increased to £5.2m for 2014/15 despite some capital investment with deferred planned maintenance still accumulating and continuing to do so in the current financial climate. From 1st April 2014 the Council will again be responsible for the operation and maintenance of the multi-storey and surface car parks within its ownership following the end of the 10 year NCP contract. Additional finance will be required to carry out statutory cyclical and rolling planned maintenance to these sites.

Backlog summary

2010/11	£2,600,000
2011/12	£2,600,000
2012/13	£2,700,000
2013/14	£3,000,000
2014/15	£5,200,000

- 2.3.2 The audit of Worthing Council's asset management practices by District Audit in 2008 concluded by giving Worthing a 'full assurance', the authority was considered to have a 'sound system of control designed to achieve the system objectives and that those controls were being consistently applied for asset management'. Additional planned maintenance investment of £178,500 in the capital programme

for 2013/14 was beneficial in tackling some of the backlog. The current proposed programme for 2014/15 includes additional funding of £326,000 for similar purposes, although this is dependant upon the approval of capital allocations.

- 2.3.3 The Asset Management Plan is a live document which is continually updated forming the core of our property management.

3.0 MAINTENANCE POLICY

- 3.1 The Councils have a statutory and legal obligation to carry out some forms of maintenance. They have a responsibility under Health & Safety legislation to ensure 'the workplace is maintained in an efficient state, in efficient working order and in good repair'. They also owe, under the Occupiers Liability Act, to name but one, a duty of care to all visitors and users to protect them from dangers caused by the state of the asset, works which have been carried out and those which should have been carried out to responsibly maintain it. They have responsibilities to tenants and lessees to maintain property in accordance with leases and licences. These types of maintenance have to be carried out and consequently they are high priority issues for which the available funding is used.
- 3.2 Legislation – the Government is continually introducing new legislation to improve safety issues, energy consumption and reduce carbon emissions, and to generally improve the state of buildings throughout the country. This is an area where the Councils have little flexibility – the works have to be carried out and are therefore another high priority for funding.
- 3.3 Adur Council is the owner of land adjacent to the River Adur and many other land drains and watercourses across the district and it has certain riparian responsibilities to main water flows and to improve the environment under cover of the Land Drainage Act 1991 and the Council's Policy Statement on Flood and Coastal Defence contained on the Council's website dated February 2001. The bid for annual maintenance and the establishment of an annual maintenance programme satisfies the policy. It also satisfied one of the recommendations of the Pitt Report by taking positive action to tackle local flooding problems.
- 3.4 Although the benefit of carrying out the works referred to above is often not readily visible to the general public, they are often costly and time-consuming, which means that there is less funding available for some of the more high profile obvious schemes.
- 3.5 Continuing Service Provisions and Income Generation – after the statutory and legal issues have been complied with, it is also necessary to maintain the Councils' buildings so that other functions are able to continue. Regular maintenance of elements such as heating systems and external doors are high priorities, ensuring staff and the general public are able to fully utilise and access and exit buildings.
- 3.6 External Repairs and Decorations – these repairs are clearly visible but are not deemed to be a high priority. Although the external appearance of buildings may dilapidate, it will not necessarily have an immediate impact upon the Councils' service within the building. However, the result of this non-action is that when the works are eventually carried out, the actual costs will be considerably more than

originally anticipated as the external fabric will have deteriorated further. A deteriorated and unsightly external appearance of a building can also affect future use and revenue income, it attracts vandalism, has a detrimental affect on public image, reputation and perceived effectiveness of the Councils.

- 3.7 Internal Decorations – as with item 3.6, this aspect of maintenance is required but non-essential. As this is a low priority issue, the internal finish of all buildings will continue to worsen unless resources are specifically allocated. Again this can have a severe affect on public use, reputation, potential revenue and public image.
- 3.8 Unforeseen Items – each year it is inevitable that non-planned items of work will be required. These will continue to be assessed and prioritised as they arise.
- 3.9 Key Priorities – some maintenance works may be desirable as a result of the Councils' Key Priorities but these works will not necessarily be given as high a priority as some of the other maintenance issues previously detailed which may, for example, reflect our legal responsibilities under leases or health and safety requirements.
- 3.10 Alternative and potentially more cost effective ways of maintaining our property are currently under review and including the employment of Community Payback and Adur Homes Building Services who were awarded the Councils' Term Maintenance Contract for corporate property in 2013.
- 3.11 The immediate effect of not maintaining our assets, buildings, equipment and land is a visible reduction in the condition of our stock (in the eyes of the public, Members, building managers and our customers) and increased breakdowns, disruption and inconvenience to service providers and users. If the lack of investment is sustained then the consequences of reduced maintenance are more dramatic with individual building components' life span drastically shortened, future maintenance, repair and renewal costs rising steeply and major disruption to the satisfactory provision of the Councils' services.
- 3.12 The Councils' maintenance policies should be to repair as far as is practicable, but when this is no longer possible replacement or renewal is undertaken. Replacement should be to 'modern day' standards, which would generally achieve enhancements, for example, in energy efficiency, sustainability, vandal resistance, etc. but inadequate maintenance budgets makes this much harder to achieve.

Maintenance is carried out in three main ways:

- Reactive: day to day repairs, including emergency or breakdown works and vandalism repairs, including graffiti removal, as well as routine maintenance. This work is the most expensive type of maintenance and can be the most disruptive and least customer-friendly.
- Planned: maintenance carried out on a programmed basis with the advantages of being able to plan for the work to suit the client and customer. This achieves better value for money as it avoids recourse to expensive reactive maintenance and work is normally awarded following competitive tender or quotes as it forms larger packages.

- Preventative: maintenance carried out on regular basis whether actually required at that time to ensure disruptive and costly breakdowns are minimised and performance and service provision maximised. This usually takes the form of service contracts maintaining on a regular basis plant such as lifts, boilers, alarms, etc.

4.0 PROPOSALS

4.1 The proposed planned maintenance schemes themselves are of three main types:

- Annual rolling programme: to ensure every year certain properties and equipment are maintained in satisfactory conditions, for example: repair and redecoration of seats in streets and play equipment.
- Cyclical programme: where works are regularly required, for example: external repairs and redecoration every three to five years depending upon location and use. Three year cycles are carried out where property is sited near to the sea exposed to a saline environment. These cycles are only used as a guide with each property being assessed when it appears on the programme to ensure that the work cannot reasonably be delayed to a future year. At Worthing programme cycles have been extended beyond economical span and assets are showing signs of deterioration. Cyclical programme works can be extended beyond the economical span and whilst not desirable it has become necessary to extend them purely as a reflection of other competing priorities.
- One-off's: these are single schemes, for example: the renovation of a flint wall, which once completed can be excluded from any future planned maintenance for a number of years. There has been a return in the past few years to capitalising some of the larger qualifying planned maintenance works. This was a direct result of the importance of effective planned maintenance being recognised in our priority scoring system for capital bids and the acknowledged need to invest in sites.

Each scheme on the proposed programme has been assessed and should be carried out if we are to ensure that our properties, land and equipment are properly and safely managed and maintained.

4.2 Only essential provision is made for any property whose future is uncertain, possibly due to redevelopment, refurbishment or private/public partnership considerations. Reactive maintenance budgets will have to be used to deal with any other maintenance requirements these properties may have. This will result in properties deteriorating in condition, and increased pressure on the reactive maintenance budget, until their future is resolved. Examples of this are:

Worthing	Adur
Worthing Leisure Centre	Adur Civic Centre
Collonade House	
High Street/Ann Street properties	
11 North Street	

- 4.3 Properties where lessees have repairing responsibilities are also excluded, in whole or in part dependant upon the lease agreement.
- 4.4 Where decision making has been delayed on a number of these schemes there is an increased risk of health and safety problems, service interruption, inability to maintain income streams and higher costs until such time as the works are eventually carried out.
- 4.5 The programmed works have been priority assessed based on a high, medium or low rating, this illustrates the level of risk associated with the elements detailed in item 4.4. This should also create a better understanding of the make up of the maintenance backlog.

Programme

- 4.6 Attached are the draft proposed detailed programmes for 2014/15 and the works required for the following four years beyond. Also shown for Worthing is an “unaffordable” column indicating what should be done in 2014/15 if there was sufficient funding available, because there is not then this work is moved on to the following year and will inevitably slip further unless there is increased planned maintenance investment.

Appendix A - Adur Council
Appendix B - Worthing Council

- 4.7 A rolling programme of Stock Condition Surveys of our property continues to be carried out, together with the condition surveying of our hard surfaces with the majority being surveyed annually and new areas being identified as a result of our comprehensive asset management work. These surveys create a comprehensive database of our property, land and equipment on which to base future planned maintenance decisions. However, situations change and the coming years’ programme is thoroughly reviewed before being presented to Members and, of necessity, prioritised to meet the available budget.

5.0 LEGAL

- 5.1 The Council has a statutory and legal obligation to carry out some forms of maintenance. It has a responsibility under Health and Safety legislation to ensure ‘the workplace is maintained in an efficient state, in efficient working order and in good repair’. It owes, under the Occupiers Liability Act, a duty of care to all visitors to protect them from dangers due to the state of the premises, building works which have been carried out and those which should have been carried out to responsibly maintain the building. It also has responsibilities to tenants and lessees to maintain property in accordance with leases and licences. These types of maintenance have

to be carried out and consequently they are high priority issues for which the available funding is used.

- 5.2 Legal/Contractual Requirements – the Council is obliged to carry out repairs and maintenance to properties where the lease arrangements stipulate the timescale for works to be carried out. A failure to comply with these provisions could lead to a loss of revenue and a potential claim from the lessee.
- 5.3 Legislation – the government is continually introducing new legislation to improve safety issues; reduce carbon emissions; and to generally improve the state of buildings throughout the country. Once again this is an area where the Council has little or no choice – the works have to be carried out and is therefore another high priority for funding.
- 5.4 Although the benefit of carrying out the works referred to above is often not readily visible to the general public, they are often costly and time-consuming, which means that there is less funding available for some of the more high profile schemes.

6.0 FINANCIAL IMPLICATIONS

6.1 Adur Council

- 6.1.1 As part of the 2010/11 budget proposals, Adur Council decided to create a budget provision for ongoing planned maintenance requirements of £51,000. This had previously been funded from the reserves and a continuing base budget provision was required. An Investment Property Maintenance reserve fund of £68,000 has been made available to increase the planned maintenance fund. A building maintenance reserve of £150,810 remains available should additional funding outside the planned maintenance budget be required.
- 6.1.2 For 2014/15 it is proposed that some £75,000 (inclusive of 10% internal fees) of planned maintenance is funded from Adur Council's capital programme considered elsewhere on the agenda. This is funded from within the Capital Investment Programme resources of £1m and has been partly facilitated by the top slice of £100,000 confirmed as part of the latest Capital Strategy agreed on 2nd July 2013.

6.2 Worthing Council

- 6.2.1 For Worthing Council the revenue budget funded element of the planned maintenance programme is funded directly by each cost centre.
- 6.2.2 The overall level of planned maintenance expenditure (funded from both revenue and capital) has fluctuated over previous years, mainly as a response to competing financial pressures. In 2014 the Council will take back responsibility for the operation of the multi-storey and surface car parks which will include all statutory and cyclical planned maintenance. The programmed work included has been highlighted within recent condition surveys commissioned by Worthing Council with the addition of statutory health & safety provisions.

Financial Year	Total Planned Maintenance Budget
2004/05	£314,000
2005/06	£471,000
2006/07	£307,370
2007/08	£415,690
2008/09	£813,720
2009/10	£1,163,680
2010/11	£834,250
2011/12	£401,270
2012/13	£440,950
2013/14	£618,660
2014/15	£588,800*

*This could change if Cabinet decides to amend the draft capital programme.

- 6.3 As there is no contingency provision for unplanned or unanticipated urgent works dealing with the unforeseen becomes very difficult. In these circumstances there may be a need to alter the programme deferring other approved work or to seek additional finance to see urgent works carried out.
- 6.4 At Adur as the programme develops the size of the proposed planned maintenance programme will increase due to the level of backlog maintenance works required. Within the Worthing Council programme the increased level of backlog maintenance continues to be a major cause for concern. The backlog is brought about by the deterioration of our property through age and climate, increasing levels of malicious damage and the difficulties we face in being able to fund comprehensive maintenance, refurbishment, improvement or replacement programmes. The possibility of securing external funding must always be considered but the opportunity to secure such funds for primarily maintenance work is minimal. Consideration continues to be given to tackling this problem by means of externalising some services, or their management, and with it our responsibility for property maintenance should reduce. The rolling property review programme of our building and land holdings could also ultimately see a reduction in this backlog. Of course the backlog could be gradually reduced by increased capital investment but these resources are, and will continue to be, limited.

7.0 CONCLUSIONS

- 7.1 We continue to try to look after our valuable property assets across both authorities in line with recognised good asset management practice although the financial restrictions and deteriorating property conditions faced are making this increasingly difficult to achieve. The rolling programme of condition surveys and other relevant information provides a comprehensive database on which to base future planned maintenance investment priorities. Additional capital investment in previous years has helped to reduce the maintenance backlog.
- 7.2 Major investment needs have been revealed by on-going surveys and our current reactive maintenance work, which identifies the backlog of maintenance works. At Worthing there is a substantial backlog of £5.2m within the 5 year programme, which could increase with any amendments to the draft capital programme, this is

without factoring in all the works required to those properties with an uncertain future. If Adur Council continues to invest at the present rate then planned maintenance commitment should continue to meet demand. The risk assessment undertaken based on high, medium and low priorities illustrates the level of risk associated with each element of maintenance enabling greater understanding of need when decisions are made about prioritising future expenditure.

- 7.3 There is a growing need to strategically review the property we hold. Within Worthing there are currently insufficient resources available to the Council to maintain our property assets and it is unlikely that external funding can be achieved for this purpose. One potential approach would be to reduce the number we hold by concentrating on those which enable us to deliver our key priorities. Subject to favourable market conditions, any surplus property could perhaps be disposed of creating capital receipts which could be used to tackle the remaining backlog.

8.0 RECOMMENDATIONS

- 8.1 The Joint Strategic Committee is recommended to consider this report and agree the planned maintenance programmes proposed for 2014/15 and beyond for both Adur District Council and Worthing Borough Council

Local Government Act 1972

Background Papers:

PLANNED MAINTENANCE PROGRAMMES FOR ADUR DISTRICT COUNCIL AND
WORTHING BOROUGH COUNCIL 2013/14 ONWARDS
Report to JSC 29th November 2012

Contact Officer:

Helen Buck, Surveying & Design Services Manager
Town Hall, Chapel Road, Worthing
Tel: 01903 221378
Email: helen.buck@adur-worthing.gov.uk

Dated: 5th December 2013

Appendix A - Adur District Council 2014/15 PMP Programme
Appendix B - Worthing Borough Council 2014/15 PMP Programme

Schedule of other matters

1.0 Council Priority

- 1.1 The proposed planned maintenance programmes meet the following Corporate Priorities -
Protecting front line services
1) Provide and develop customer driven cost effective services.
2) Fulfil statutory obligations for delivery of front line services.

2.0 Specific Action Plans

- 2.1 Matter considered and no issues identified

3.0 Sustainability Issues

- 3.1 Sustainable methods of maintenance used where possible to reduce energy consumption and CO2 emissions.

4.0 Equality Issues

- 4.1 Matter considered and no issues identified.

5.0 Community Safety issues (Section 17)

- 5.1 Matter considered and no issues identified.

6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified.

7.0 Reputation

- 7.1 Well maintained, efficient public buildings have a positive impact on the reputation of the Council.

8.0 Consultations

- 8.1 Matter considered and no issues identified.

9.0 Risk assessment

- 9.1 Risks of failure to provide a planned maintenance programme are included in the report. In summary these consist of:
(i) non-compliance affecting health and safety and risk of insurance claims
(ii) loss of service provision
(iii) loss of reputation

10.0 Health & Safety Issues

- 10.1 Failure to provide a planned maintenance programme may lead to non-compliance e.g. electrical regulations

11.0 Procurement Strategy

- 11.1 All works carried out within the programme would be procured in line with Council policy.

12.0 Partnership working

- 12.1 The programme has been produced by the Surveying and Design Services Team who work as a joint service managing the maintenance and improvement of all Adur and Worthing corporate non-housing properties.

5 YEAR PLANNED MAINTENANCE PROGRAMME FOR CORPORATE PROPERTIES

PREPARED BY TECHNICAL SERVICES

SUMMARY	2014/15	2015/16	2016/17	2017/18	2018/19
CM for ENVIRONMENT	£57,050	£148,950	£126,750	£51,650	£56,250
CM for REGENERATION	£0	£0	£0	£0	£0
CM for HEALTH & WELLBEING	£59,500	£23,600	£23,050	£37,400	£13,400
CM for CUSTOMER SERVICES	£0	£0	£0	£0	£0
CM for RESOURCES	£11,500	£10,050	£16,000	£24,000	£17,300
TOTAL	£128,050	£182,600	£165,800	£113,050	£86,950
Budget to be made available from maintenance reserve funds	£53,050	£54,111	£55,193	£56,297	£57,423
(assumes a 2% inflation increase each year)					
Other capitalised planned maintenance	£75,000	£100,000	£100,000	£25,000	£25,000
TOTAL BUDGET AVAILABLE	£128,050	£154,111	£155,193	£81,297	£82,423
RESULTANT SHORTFALL	£0	£28,489	£10,607	£31,753	£4,527
TOTAL SHORTFALL OVER 5 YEARS =			£70,849		
NOTES					

1. Future years will need to be prioritised and reprogrammed to meet the available budgets/resources

2. Schemes in draft capital programme as at Nov 13

3. Ring fenced capital allocation of approx £75,000 is made up of approx £68,000 works and £7,000 fees.

4. 2014/15 budget includes **£68,000** reserve funding

5. Budget available for 2015/16 & following years excludes any reserve funding allowance

6. Capital funded schemes are shaded for years 1, 2 & 3

CM for ENVIRONMENT		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
	TOTALS:	£57,050	£148,950	£126,750	£51,650	£56,250			
		=====	=====	=====	=====	=====			
Public Conveniences									
Southwick Beach	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			1,600			3	M	
Southwick Square	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			950			3	M	
Buckingham Park	Test & report on electrical		250			300	3	H	
	Internal Redecoration	800			800		3	M	
Middle Street, Shoreham	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			1,550			3	M	
Mill Lane Cemetery	Test & report on electrical		150			200	3	H	
	External & Internal Redecoration	950				1,000	4	M	
Adur Recreation Ground	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			1,050			3	M	
Beach Green , Shoreham	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			1,900			3	H	
Fort Haven	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			1,550			3	M	
Widewater	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			850			3	M	
Shopsdam Road	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration			750			3	M	
Beach Green, Lancing	Test & report on electrical		250			300	3	H	
	External & Internal Redecoration		1,450			1,550	3	M	moved to 15/16 cap bid 14/15 imp v
Yew Tree Close	Test & report on electrical		150			300	3	H	
	External & Internal Redecoration			1,050			3	M	

CM for ENVIRONMENT									
Cemeteries		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
Shoreham Cemetery	Test & report on electrical installation to Mess Room & Toilets		500			500	3	H	
	External repair & decoration to mess room & toilets			1,500			5	M	
Southwick Cemetery	External Redecoration -		2,500				5	M	
	Test & report on electrical installation to Mess Room/store		500			500	3	H	
	Resurfacing of paths and roadways	1,500	1,500				0	M	
Lancing/Sompting Cemetery	Test & report on electrical installation to Mess Room & Toilets		500			500	3	H	
	External Redecoration		2,000				5	M	
	Resurfacing of paths and roadways	2,000	5,000				0	H	
St Nicholas	Resurfacing of paths and roadways	2,000	3,000				0	H	
St Michaels									No PMP works programmed @ 14/
St Marys	Resurfacing of paths and roadways	2,500	5,000				0	H	
Mill Lane	Resurfacing of paths and roadways		23,000	16,500			0	H	CAPITAL
Cemeteries general	Repairs to boundary walls	1,000	2,000	2,000	2,000	2,000	1	L	
War memorials									
Southwick - The Green	Repairs & refurbishment programme		2,000		2,000		0	M	
Shoreham - East Street	Repairs & refurbishment programme		1,500		1,500		0	M	

CM for ENVIRONMENT		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
<u>Parks & Open Spaces</u>									
Buckingham Park	Test & report on electrical installations to Crastock & other park		750			800	3	H	
	External Repairs & Redecoration to Crastock Building		3,500				5	H	
	Internal Redecoration to Crastock Building		2,200				5	M	
	Ext Redecoration to Changing Rooms & other Outbuildings			4,000			5	M	
	Refurbish tennis court surfaces	9,000					0	M	
	Changing rms - refurbish modular		20,000				0	M	CAPITAL
Southwick Recreation Ground	Test & report on electrical installation to Grounds Maintenance		750			800	3	H	
	External Redecoration	950					5	M	
	Replace fascias & gutters to Grounds Maintenance Building	4,300					0	M	
Sompting Recreation Ground									No PMP works programmed @ 14/15
Changing Rms adj Comm Centre	Test & report on electrical installations	300			350		3	H	
	External & Internal Redecoration to changing rooms		2,500				5	M	
Fishergate Recreation Grd									No PMP works programmed @ 14/15
Allotments	Resurfacing of paths and roadways	2,000	4,000	3,000			0	M	
Various -Parks/Open Spad	Renewal of boundary walls		15,000	15,000			0	M	CAPITAL - Lancing Manor
	Resurfacing of paths and roadways	25,000	25,000	25,000	25,000	25,000	0	M	CAPITAL

CM for ENVIRONMENT									
Highways		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
Highway seats	General repairs and decoration	750	1,000	1,000	1,000	1,100	1	M	
Bus Shelters	Repairs and painting including	2,000	2,000	2,000	2,000	2,000	1	L	
Road nameplates	Renewal	2,000	2,000	2,000	2,000	2,000	1	M	
Car Parks									
General	Resurfacing		17,000	43,500			0	M	CAPITAL
	Boundary renewal				15,000	15,000	0	M	

CM for HEALTH & WELLBEING		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
	TOTALS:	59,500	23,600	23,050	37,400	13,400			
<u>Southwick Beach</u>									
Beach Huts	Test & report on electrical installation		1,000			1,000	3	H	
	External Repairs & Redecoration			6,500			3	M	
Promenade	Redecoration to seats, railings etc			1,800			3	M	
	Improvements to surfacing & drainage Southwick Beach area		5,000	5,000	5,000	5,000	0	M	
	Resurface/Refurb phase 2 adj Carots	25,000							CAPITAL
<u>Kingston Beach</u>									
	Groyne extensions	25,000							CAPITAL
<u>Community Centres</u>									
Southwick Community Centre	Test & report on electrical installation	2,500	2,500	2,550	2,600	2,600	1	H	
	External repairs & redecoration				25,000		5	M	
	Resurfacing of paths and roadways	2,500	2,500				0	M	
Shoreham Community Centre	Test & report on electrical installation	2,500	2,500	2,550	2,600	2,600	1	H	
	External Repairs & Redecoration						5	M	deferred to 19/20 - major works 2014
	Resurfacing of paths and roadways		2,500	2,500			0	M	deferred to 15/16 - major works 2014
Ropetackle Centre	Test & report on electrical installation	2,000	2,100	2,150	2,200	2,200	1	H	
	Overhaul/clean ext door/window frames		5,500				5	M	dependant on lease agreement

<u>CM for CUSTOMER SERVICES</u>		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		=====	=====	=====	=====	=====			
	TOTALS:	0	0	0	0	0			
		=====	=====	=====	=====	=====			
<u>Leisure Centres</u>									
Lancing Leisure Centre									No PMP works programmed @ 14/15
Southwick Leisure Centre									No PMP works programmed @ 14/15
Wadurs Swimming Pool									No PMP works programmed @ 14/15

CM for RESOURCES		14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
	TOTALS:	11,500	10,050	16,000	24,000	17,300			
		=====							
Admin Buildings									
Civic Centre	Test & report on electrical installation	2,500					5	H	building still in use - statutory
Commerce Way	Test & report on electrical installation		3,000			3,200	3	H	
	External Redecoration				9,500		5	M	
	Internal Redecoration		3,000	3,000	3,000	3,000	0	M	
	Resurfacing of paths and roadways	2,500	3,500	3,500	3,500	3,500	0	M	
Miscellaneous Properties									
Southwick Square shops	External cleaning of fascias and soffits, some ext decoration					7,000	5	H	fascia & soffits replaced in pvc 20
Buckingham House	Essential repairs to listed ruin	6,500		9,500			0	H	
Bank House	External dec inc overhaul upvu windows				8,000		5	M	
	Test & report on electrical installation communal ways/toilets		550			600	3	H	

[illegible]

APPENDIX B

**5 YEAR PLANNED MAINTENANCE PROGRAMME FOR WORTHING BOROUGH COUNCIL
PREPARED BY TECHNICAL SERVICES**

SUMMARY	2014/15	2014/15	2015/16	2016/17	2017/18	2018/19
	affordable	unaffordable				
CM for Customer Services	£112,050	£381,200	£144,950	£160,650	£110,050	£133,600
CM for Regeneration	£68,050	£195,000	£48,650	£165,200	£106,600	£61,750
CM for Environment	£386,100	£709,300	£1,214,450	£714,850	£1,074,760	£839,430
CM for Health & Wellbeing	£2,000	£9,500	£0	£1,500	£14,000	£6,500
CM for Resources	£20,600	£294,000	£249,500	£43,900	£168,400	£123,600
TOTAL	£588,800	£1,589,000	£1,657,550	£1,086,100	£1,473,810	£1,164,880
Budget available from revenue service contributions	£262,800	£0	£268,056	£273,417	£278,885	£284,463
(assumes a 2% inflation increase each year)						
Ringfenced capitalised planned maintenance	£150,000	£0	£200,000	£200,000	£154,000	£116,500
(assumes no inflation increase each year)						
Possible other capitalised planned maintenance	£176,000	£0	£0	£0	£0	£0
TOTAL BUDGET AVAILABLE	£588,800	£0	£468,056	£473,417	£432,885	£400,963
RESULTANT SHORTFALL	£0	£1,589,000	£1,189,494	£612,683	£1,040,925	£763,917
Total shortfall over 5 years =				£5,196,018		

NB:

- Future years will need to be prioritised and reprogrammed to meet the available budgets/resources as identified need exceeds the finance available.
- Schemes in draft capital programme as at Nov 13
- Ring fenced capital allocation of approx £150,000 is made up of approx £137,000 works and £13,000 fees
- Capital funded schemes are shaded for 14/15, 15/16 & 16/17 where shown on proposed draft capital programme
- Unaffordable is defined as planned maintenance that should be carried out in the year shown but has been deferred temporarily due to lack of funding available - some may have been deferred for more than 1 year

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
	TOTALS:	112,050	381,200	144,950	160,650	110,050	133,600			
CM for CUSTOMER SERVICES										
ASSEMBLY HALL AND	External repairs & redecoration		40,000					5	L	
RICHMOND ROOMS	Internal redecoration		7,000	2,000	2,500	3,000	3,000	1	M	
	Test & report on electrical installation	750		750	750	1,000	1,000	1	H	
	Solar reflective treatment to flat roof		3,000					5	M	
	Redecorate auditorium		40,000					8	M	
	French polish interior panels to main hall		5,000	5,000	5,000	5,000	5,000	0	L	
	Renewal of partition doors to Richmond Room and bar						25,000	0	M	capital reserve
	Renewal of felt roofs over Richmond Room				45,000			0	M	capital reserve
	Richmond Room : renew ceiling to hall					20,000		0	M	capital reserve
	Replace boiler controls					18,000		0	L	capital reserve
	Flooring repairs & replacement of carpet/floor covering				36,000			0	M	capital reserve
MUSEUM AND ART GALLERY	External repairs and redecoration						14,000	5	L	
	Internal redecoration		1,200	1,200	1,200	1,500	1,500	1	L	
	Test & report on electrical installation						2,500	5	H	
	Education Room Corridor: Relay woodblock floor	5,000		5,000				0	M	
	External repairs to Portico stonework, etc.	9,000				12,000		0	M	
	Overhaul lift controllers, etc.		17,000					0	M	
CONNAUGHT THEATRE & THE	External repairs and redecoration						28,000	5	L	
RITZ CINEMA	Internal redecoration		5,000	5,000	5,000	5,000	5,000	1	M	
	Test & report on electrical installation	1,500		1,500	1,500	1,800	1,800	1	H	
	Solar reflective treatment to roofs						9,000	5	M	
	Redec auditorium - Connaught		40,000					8	M	
	Renew slate roof covering to Ritz			66,000				0	M	CAPITAL
	Repair fire escape							0	H	
	Replace windows to rear elevation	3,000	25,000					0	M	
	Repairs to asphalt roofs							0	H	
THE PIER	Repair and redecorate handrails, columns, and services	12,000				13,000		3	M	
	Repairs and redecoration of centre screen	12,000				8,000		3	M	

	Renewal of decking Decorative Lighting & Deck lights: Test & report-electrical Installation	22,000	22,000	22,000				0	M		CAPITAL
	Toll Houses & kiosks: Test & report on on electrical installation		300	500			300	3	H		
	Refurbishment of deck lighting	26,000						0	M		CAPITAL
PAVILION THEATRE & DENTON	Internal redecoration		3,000					3	M		
LOUNGE	Test & report on electrical installation	1,000		1,200	1,200	1,400	1,500	1	H		
	Solar reflective treatment to flat roofs					4,000		5	M		
	External redecoration			35,000			36,000	3	M		
	Replace boiler house plant		20,000					0	M		
	Replace windows to offices		29,000					0	M		
	Redecorate theatre auditorium		80,000					8	M		
	Redecorate theatre foyer		25,000					5	M		
	Denton lounge restaurant - ornate ceiling repairs & redecoration		35,000					0	M		
	Redecorate Denton lounge basement & staff room		6,000					5	M		
	Renew hand rails			20,000				0	M		CAPITAL
	Renew cw storage tank - lobby roof void	3,000						0	H		
CENTRE PAVILION	External repairs and redecoration	12,000				13,000		3	M		
	Test & report on electrical installation	300				350		3	H		
	Solar reflective treatment to flat roof	1,500						5	M		
SOUTHERN PAVILION	External repairs and redecoration			20,000				3	M		

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
	TOTALS:	68,050	195,000	48,650	165,200	106,600	61,750			
CM for REGENERATION										
PIER PARADE UNIT (EX TOURIST INF	External repairs and redecoration			2,500			2,600	3	M	internal deleted - unit let
	Test & report on electrical installation			200			250	3	H	
TOURIST INFORMATION OFFICE (DO	Internal redecoration				2,500			5	L	
	Test & report on electrical installation	150		200	200	200	250	1	H	
PARADE	Repairs to railings, walls, etc.	6,000		3,000	3,000	4,000	4,000	1	M	
	Repairs and redecoration to shelters, railings, seats	15,000		15,000	15,000	15,000	15,000	1	M	
	Shelters: Test & report on electrical installations	900				900		3	H	
	Decorative lighting: Test & report on electrical installations						650	6	H	
	Redecorate lighting columns					40,000		4	M	
	Solar reflective coating to flat roofs of shelters	5,000						5	M	
	Renew footpath between Sea Place & Sea Lane Café		150,000					0	M	capital reserve
	Resurface promenade between George V Ave & Pier	16,500		17,000	16,500			0	M	CAPITAL
	Improvements to vehicular access		40,000					0	M	capital reserve
	Rewire festoon lighting					22,500		0	H	CAPITAL
	Decorate parade seats	3,000		3,000	3,000	3,000	3,000	1	M	
FORESHORE	Beach office : External repairs and redecoration			2,600			2,800	3	M	
	Beach office: Test & report on electrical installation			150			200	3	H	
	Repair timber groynes					15,000		0	M	CAPITAL
BEACH HUTS	External repairs and redecoration - timber units only	18,500					22,000	4	M	
	Clean down & repair inc partial decs - self finished units only	3,000					4,000	4	M	
	Refurbishment				120,000			0	M	capital reserve
	Renewal of roof coverings		5,000	5,000	5,000	6,000	7,000	1	M	

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
	Totals	386,100	709,300	1,214,450	714,850	1,074,760	839,430			
CM FOR ENVIRONMENT										
LIDO										
	Handrails - Renewal -part		25,000					0	M	
	Handrails - Redecorate			1,800			1,900	3	M	
BOAT CLUB HOUSE										
	External repairs and redecoration	6,000				7,000		3	M	deferred from 13/14
	Solar reflective coating to roof	1,500						5	M	
	Test & report on electrics			300			350	3	H	
BEACH HOUSE GROUNDS										
	Chalets, footways, store : Test & report on electrical installations	300		300	300	300	300	1	H	
	Chalets & Kiosks - External repairs & redecoration, inc handrails		5,000			5,000		3	M	
	Internal redecoration to chalets		2,000	1,000	1,000	1,000	1,500	1	M	
	Renewal of chalet fronts		54,000					0	L	
SPLASH POINT SWIMMING POOL										
	new pool - 12 months defects until April 2									
PARKS DEPOT- LADYDELL										
	Test & report on electrical installation	3,000		3,000	3,200	3,200	3,500	1	H	
	Renew boundary fencing		5,000					0	M	
	Test & report on electrical installation	250				300		3	H	
LEISURE CENTRE										
	External repairs and redecoration						9,000	5	L	
	Test & report on electrical installation	2,500		2,500	2,500	2,500	2,600	1	H	
	Refurbish athletics track					220,000		7	M	
	Replace astroturf							10	M	capital 12S project 2014
	Repairs to brickwork		5,000			5,000		0	M	
	Rewire		175,000					0	M	capital reserve
	Resurfacing Car Park		23,000					0	M	capital reserve
	Renew doors - lobby - outside changing areas							1	M	
GRAFTON MSCP										
	Structural/concrete repair works	3,000	9,000	9,000	9,000	9,000	9,000	1	H	
	Decoration of railings & assoc finishes - entrance & bowling club area				25,000			5	M	
	Decoration of stairwells, doors, signs etc				30,000			5	M	
	Repairs to deck surfaces - phased		9,000	9,000	9,000	9,000	9,000	1	M	
	Refurbishment staff area/toilets			8,500				0	M	
	Relining of bays, replant direction markings etc		7,000	7,000	7,000	7,000	7,000	1	H	
	Replacement of lifts			250,000				0	H	capital reserve
	Major concrete repairs			150,000				0	H	capital reserve
	Replacement of profit glazing to stairwells			400,000				0	H	capital reserve
	Resurface upper decks					100,000		0	H	capital reserve
	Renew expansion joints - phased		5,000			5,000		3	M	
	Renew asphalt to deck walkway - west side - adj bowling entrance	33,000						0	H	CAPITAL

85

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
HIGH STREET MSCP	Structural/concrete repair works									
	Decoration of railings & assoc finishes - phased		9,000	9,000	9,000	9,000	9,000	1	M	
	Decoration of stairwells, doors, signs etc			20,000	20,000	20,000	20,000	1	M	
						35,000		5	M	
	Repairs to deck surfaces - phased		9,000	9,000	9,000	9,000	9,000	1	M	
	Refurbishment staff office/toilets/control room			25,000				0	M	
	Relining of bays, repaint direction markings etc		7,000	7,000	7,000	7,000	7,000	1	H	
	Replacement of lifts				250,000			0	H	capital reserve
	Major concrete repairs						150,000	0	M	capital reserve
	Resurface upper decks						100,000	0	L	capital reserve
	Renew expansion joints - phased		5,000			5,000		3	M	
BUCKINGHAM ROAD	Structural/concrete repair works		9,000	9,000	9,000	9,000	9,000	1	M	
	Decoration of railings & assoc finishes - phased			15,000	15,000	15,000	15,000	1	M	
	Decoration of stairwells, doors, signs etc					35,000		5	M	
	Repairs to deck surfaces - phased		9,000	9,000	9,000	9,000	9,000	1	M	
	Relining of bays, repaint direction markings etc		7,000	7,000	7,000	7,000	7,000	1	H	
	Replacement of lifts					250,000		0	H	capital reserve
	Major concrete repairs						150,000	0	M	capital reserve
	Resurface upper decks						100,000	0	L	capital reserve
	Renew expansion joints - phased		5,000			5,000		3	M	
	Repairs to concrete structure		6,000	6,000	3,000	3,000	3,000	1	H	
TEVILLE GATE MSCP										
Lease obligations only	Redecorate staircases		20,000					0	L	
Long term future uncertain	Redecorate railings, doors, signs, etc		10,000	10,000	10,000	10,000	10,000	1	L	
	Renew expansion joints - phased		3,000			3,000		3	M	
	Renew Profit glazing		30,000					0	M	
	Resurface top decks		90,000					0	M	
CAR PARKS GENERAL				25,000	73,500	75,000	100,000	1	H	CAPITAL
SURFACE CAR PARKS	Structural & assoc repairs - general			15,000	15,000			0	M	CAPITAL
	Replace boundary fencing/railings			10,000	10,000	10,000	10,000	1	M	
HIGHWAYS	Bus shelters:Repairs & painting inc reglazing		1,500	1,500	1,500	1,500	1,500	1	M	
	Renewal of road nameplates		3,000	3,000	3,000	3,000	3,000	1	L	
	Redecorate W.B.C. street furniture		3,000							

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
BROADWATER CEMETERY	Repairs to boundaries		3,000		3,000			3	M	
	Redecorate Chapel porch	2,300						5	M	
	Chapels: Test & report on electrical installations					400		5	H	
	Decorate boundary railings			3,000				5	L	
	Repair stonework to Chapel & boundary walls				9,000			4	M	
	North boundary - renew fencing		4,000					0	M	
	External and internal redecoration to chapel			4,000				5	M	
DURRINGTON CEMETERY	Redecorate boundary railings					5,000		5	L	
	Chapel: Test & report on electrical installation	300						5	H	
	Treat flintwork to chapel		5,000					0	L	
	Grounds Maintenance buildings:Test & report on electrics			200			200	3	H	
	Reconstruct footpaths	5,000	5,000					0	M	
	Toilets:External repairs and redeco				400			5	L	
	Toilets: Internal redecoration			550				5	L	
	Toilets: Test & report on electrical installation			150			200	3	H	
DURRINGTON CEMETERY - LODGE	External redecoration to lodge	2,000						5	M	
	Renew roof covering to lodge					20,000		0	M	Capital Reserve
CHRISTCHURCH CEMETERY	Repairs to flint boundary walls	5,000						0	M	
TARRING CHURCH YARD	Repair boundary walls		5,000					0	M	
CREMATORIUM	External repairs and redecorations	8,000					8,500	4	M	
	Internal redecoration	5,000			6,000			3	M	
	Solar reflective coating to roofs		6,000					5	L	
	Test & report on electrical installation						1,900	5	H	
	Replace fascias to main building			9,500				0	L	
	Renew breedon gravel path adjacent memorial wall		8,000					0	M	
	Footway maintenance works		8,000					0	H	
	Improve drainage to Muntham chapel roof	5,000						0	H	
PARKS AND OPEN SPACES	Redecorate play equipment	3,500		3,500	3,500	3,500	3,500	1	M	
	Specialist play equipment check	1,500		1,500	1,500	1,600	1,600	1	H	
	Play area: Renewal of equipment, surfaces, fencing & gates	5,000		5,000	5,000	5,000	5,000	1	M	
	Resurface paths and other hard surfaces			16,500	16,500	16,500	16,500	0	H	CAPITAL
	Fencing replacement programme		56,000					0	M	Capital reserve
Amelia Park	External repairs & redecoration to archway, railings, bollards				10,000			5	H	
	Test & report on electrical installation					150		5	H	

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
Beach House Park	Main Pavilion: External repairs & redecoration							5	M	
	Main Pavilion: Replace Windows		5,000	5,000	6,500			0	M	
	Media Centre: External repairs & redecoration				1,500			5	M	
	New Pavilion: External repairs & redecoration				3,000			5	M	
	All Pavilions: Internal redecoration		2,000			2,000		3	L	
	All Pavilions: Test & report on electrical installations				1,200			3	H	
	Inc grounds maintenance area									
	Bird memorial: Test & report on electrical installation	100		150	150	150	150	1	H	
	Railings (north boundary): Redeclaration		3,000					5	L	
	Railings (centre): Redeclaration		10,000					5	L	
	Railings (south boundary): Redeclaration		6,000					5	L	
	Reconstruct western roadway	66,000						0	M	CAPITAL
	Replace tennis court fence				15,000			0	M	
	Replace irrigation system					30,000		0	H	Capital reserve
Broadwater Green	Pavilion : External repairs & redecoration			5,000				5	M	
	Pavilion : Test & report on electrical installation				250			3	H	
	Replace boundary fencing			27,000				0	M	
Brooklands	Plant room: External repairs & redecoration			350				5	L	
	Padding Pool plant room: Test & report on electrical installation	200		200	200	200	250	1	H	
	Golf office - Test & report on electrical installation	150				200		3	M	
	Golf office - Redeclaration						6,000	5	L	
	Stabilisation of lake bank adj to toilet block	44,000						0	H	CAPITAL
Church House Gardens	Pavilion : External & internal repairs & redecoration			3,500				5	M	
	Pavilion : Test & report on electrical installation			200			250	3	H	
Denton Gardens	Kiosks: External repairs & redecoration					1,800		5	M	
	Railings: Redeclaration			3,000				5	L	
Durrington Recreation Ground	Pavilion : External & internal repairs & redecoration	3,000						5	M	
	Pavilion : Solar reflective roof coating						1,000	5	M	
	Pavilion : Test & report on electrical installation	150				200		3	H	
Fernhurst Recreation Ground	Pavilion : External & internal repairs & redecoration					5,000		5	M	
	Pavilion : Test & report on electrical installation	150				200		3	H	

			14/15	14/15 affordable	14/15 unaffordable	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
Field Place	All Buildings: External repairs & redecoration						25,000			5	M	
	Barn Theatre & Pavilion:Test & report on electrical installation	1,000			1,000	1,050		1,100	1,200	1	H	
	Barn theatre : Test & report on stage lighting	600			600	600		650	700	1	H	
	warm house,Grams Gate,Croftswain's building , Test & report on electrical				700				700	3	H	
	General: Internal redecoration	5,000			5,000	5,000		5,000	6,000	1	M	
	Solar coating to flat roofs	1,500								5	M	
	Reconstruct footpaths							15,000		0	M	Capital Reserve
	Main house - refurbishment of toilets	35,000								0	M	CAPITAL
	Main house - renewal of asphalt roof				22,000					0	M	CAPITAL
	Renew irrigation system to bowling green						20,000			0	M	CAPITAL
	The Barn - replace flooring & assoc works	66,000								0	H	CAPITAL
Goring Recreation Ground	Pavilion: External & Internal changing room repairs & redecoration	3,000								5	M	
	Pavilion: Test & report on electrical installation					300				3	H	
	Greenhouse: External repairs & redecoration								5,000	5	M	
Highdown Gardens	Potting Shed/Greenhouse:Test & report on electrical installation	150						180		3	H	
	Bungalow: External repairs & redecoration							1,800		5	L	
	Bungalow: Test & report on electrical installation	150						180		3	H	
Highdown Field	Pavilion: Test & report on electrical installation				200				300	3	H	
	Pavilion: External & Internal repairs & redecoration				2,500					5	M	
	Resurface northern end of access road							15,000		0	M	Capital Reserve
Hill Barn Recreation Ground	Pavilion: External repairs & redecoration				5,000					5	M	
	Pavilion: Internal repairs & redecoration					10,000				5	M	
	Pavilion: Test & report on electrical installation	250						300		3	H	
	Pavilion:External & Internal repairs & redecoration	3,000								5	M	
Homefield Park	Pavilion : Test & report on electrical installation	300						300		3	H	
	Replace tennis court fence			15,000						0	M	
Liverpool Gardens	Redecorate railings and bollards				5,000				5,500	3	M	
	Test & report on electrical installations	200								6	H	
Manor Ground	Pavilion: External & Internal repairs & redecoration							11,000		5	M	
	Roadside Changing Rooms:External & Internal repair & reded	3,000								5	M	
	Window replacement	8,000								0	L	
	Pavilion & ext.changing rms:Test & report-electrical installations	400						450		3	H	

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
Marine Gardens	Pavilion: External & Internal repairs & redecoration					3,500		5	M	
	Pavilion: Test & report on electrical installation				300			3	H	
	Pavilion: External & Internal repairs & redecoration					3,000		5	M	
Northbrook Recreation Ground	Pavilion: Test & report on electrical installation	300				350		3	H	
	Renew fencing (part)		8,000	8,000				0	M	
Palatine Park	Pavilion: Test & report on electrical installation			450			500	3	H	
	Pavilion: External repairs & redecoration				3,000			5	L	
Pond Lane Recreation Gird	Pavilion: External repairs & redecoration			3,500				5	M	
	Pavilion: Internal repairs & redecoration	2,000						5	L	
	Pavilion & N/East Barr: Test & report on electrical installation	400				400		3	H	
	Parks Store: External repairs & redecoration					400		5	M	
	Replace boundary fencing		6,000					0	M	
Rotary Ground	Pavilion & Store: External repairs & redecoration			6,000				5	M	
	Pavilion & Store: Internal repairs & redecoration					10,500		5	L	
	Pavilion & Store: Test & report on electrical installation	400				450		3	H	
Steyne Gardens	Railings : Redecoration			2,000				5	L	
	Service cabinet: Test & report on electrical installation	250		300	300	300	350	1	H	
	Works to boundary wall with Highway	5,000		5,000				0	H	
PUBLIC TOILETS :										
BEACH HOUSE PARK	Old Pavilion: Internal redecoration			850			1,000	3	M	
	New Pavilion: Internal redecoration			550			800	3	M	
BROADWATER GREEN	Internal redecoration	950				1,000		3	L	
BROOKLANDS, WESTERN RD	External repairs and redecoration	1,500						5	M	
	Internal redecoration	1,000				1,000		3	L	
	Test & report on electrical installation			200			250	3	H	
BUCKINGHAM ROAD	External repairs and redecoration				600			5	M	
	Internal redecoration			850			1,000	3	L	
	Test & report on electrical installation				250			3	H	
	Renew roof covering	5,000						0	H	
CHURCH HOUSE GARDENS	Internal redecoration	300						3	L	
	External repairs and redecoration				3,200		350	3	M	
DOME	Internal redecoration			1,800			1,800	3	L	
	Test & report on electrical installation	200				250		3	H	
	Solar reflective treatment to roof	500						5	M	
DURRINGTON RECREATION GROUND	Internal redecoration			450			500	3	L	

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
FINDON ROAD	External repairs and redecoration					900		5	M	
	Internal redecoration			300			400	3	L	
	Test & report on electrical installation	250				300		3	H	
GEORGE V AVENUE	External repairs and redecoration					1,500		5	M	
	Internal redecoration			1,050			1,100	3	L	
	Test & report on electrical installation	200			1,200	250		3	H	
HEENE ROAD	External repairs and redecoration							3	M	
	Internal redecoration	400				500		3	L	
	Test & report on electrical installation	200		200	200	250	300	1	H	
HIGHDOWN GARDENS	External repairs and redecoration			1,000				5	M	
	Internal redecoration	700				750		3	L	
	Test & report on electrical installation	200				200		3	H	
HOMEFIELD PARK	Internal redecoration			750			750	3	L	
	Test & report on electrical installation	100		150	150	150	200	1	H	
	External repairs and redecoration			1,350			1,400	3	M	
LIDO	Internal redecoration	500				600		3	L	
	Test & report on electrical installation	200				250		3	H	
	External repairs and redecoration	800						5	M	
MANOR ROADSIDE	Internal redecoration	350				400		3	L	
	Test & report on electrical installation	200				250		3	H	
	External & Internal repairs and redecoration	900				1,000		3	M	
MARINE GARDENS	Test & report on electrical installation	200				250		3	H	
	Solar reflective coat to roof					1,200		5	M	
	External repairs and redecoration	800				850		3	M	
PLANTATION	Internal redecoration			1,000			1,100	3	L	
	Test & report on electrical installation	150		200	200	200	250	1	H	
	Solar reflective coat to roof				1,200			5	M	
POND LANE	External repairs and redecoration	1,000						5	M	
	Internal redecoration			850			1,000	3	L	
	Test & report on electrical installation	200				250		3	H	
PIER	Test & report on electrical installation	150		200	200	200	250	1	H	
	External repairs and redecoration	550				600		3	M	
	Internal redecoration			350			400	3	L	
VICTORIA PARK	Test & report on electrical installation	200				250		3	H	
	External & internal repairs and redecoration				650			5	M	
	Test & report on electrical installation	200				250		3	H	

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
WAR MEMORIALS										
	Renovation of South Africa War Memorial			2,500				5	L	
	Renovation of Town Hall War Memorial	4,000		4,000	4,000	4,000	4,000	0	M	phased panel replacement
PUBLIC CLOCKS	Redecorate South Street Clock			650				3	L	
MONTAGUE & SOUTH ST PRECINCTS	Rotunda & service cabinet: Test & report on electrical installations	200		250	250	250	280	1	H	
GUILDBOURNE CENTRE	Streelights Chatsworth Rd: Test & report on electrical installation	200						6	H	
ALLOTMENTS	External repairs & redecoration -amenities buildings/toilets/etc		1,300					5	L	
	Resurfacing of paths and roadways - Chesswood year 1	16,500		16,500	16,500			0	H	CAPITAL

[illegible]

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
	Totals	£20,600	£294,000	£249,500	£43,900	£168,400	£123,600			
CM FOR RESOURCES										
TOWN HALL										
NWOW project internal refurb 2013	External repairs and redecoration						65,000	5	H	
internal works included in main project	Internal redecorations				10,000	10,000	10,000	1	L	
	Test and report on electrical installation					5,000		5	H	
	French polish hardwood surfaces in Council Chamber				15,000			5	L	deferred to 16/17 cycle
PMP works reprofiled	French polishing to Committee Suite, etc.				5,000			5	L	deferred to 16/17 cycle
	Renewal of windows to roof space offices			68,000				0	M	capital reserve
	Clean external stonework		15,000					10	M	
	Renew slate roof coverings (part)			150,000				0	M	capital reserve
	Renewal of asphalt flat roofs					23,000		0	M	
	Redecorate foyer ceiling				7,000			10	L	
	Roof void - renew insulation between rafters			10,000				0	M	deferred to 15/16 poss ext £
	Sand & seal corridor floors	5,000		5,000				0	M	
	Replace 1st & 2nd floor electrical distribution boards					22,500		0	M	CAPITAL
	Renew carpet to 1st floor foyer landing	6,000						0	M	
PORTLAND HOUSE	External redecoration						30,000	5	M	
	External insulation to cladded areas			4,500				0	M	
NWOW project internal refurb 2013	Internal redecorations						10,000	0	L	
internal works included in main project	Test and report on electrical installation	4,000						5	H	
PMP works reprofiled	Replace soffits and fascias					55,000		0	M	
INDUSTRIAL SITES										
Unitax Units - Woods Way	External repairs and redecoration									omitted- new tenant responsibility
Reprofile possible redevelopment	Replace asbestos sheet roofs & cladding to walls					45,000		0	M	capital reserve
	External lights: Electrical Test & report							6	H	Due 19/20
	Resurface car park bays		5,000					0	M	
Enterprise Court - Woods Way	External repairs and redecoration				2,000			5	M	
	External lights: Electrical Test & report							6	H	Due 19/20
Station Rd Units	External repairs and redecoration	5,250						5	M	
	External lights: Electrical Test & report							6	H	Due 19/20

		14/15	14/15	15/16	16/17	17/18	18/19	Cycle	Priority	Comments
		affordable	unaffordable							
Meadow Road	External and internal redecoration Various Areas: Electrical test & report on communal areas	200		350	4,500	200	400	5	L	
	Replace asbestos cement wall/roof sheets		80,000					0	M	
	Rebuild South Boundary Wall		30,000					0	M	
	Replace windows to office		11,000					0	M	
PROPERTIES										
2 Bedford Row*	External repairs and redecoration					2,500		5	H	
WRVS Kitchen, Methold House*	External redecoration of kitchen						1,800	5	H	
23 Eirene Road *	External repairs and redecoration		3,500					5	L	
	Renew roof covering		20,000					0	M	capital reserve
11 North Street*	External repairs and redecoration		20,000					5	H	inc replacement windows
	Resurface car park		5,500					0	M	
Colonnade House*	External repairs and redecoration		15,000					5	M	
	Upgrade access provision to roof		3,500					0	H	
	Communal areas: Test & report on electrical installations						200	5	H	
	Renewal of metal windows		30,000					0	H	
	Interior decs to communal areas		3,000				3,000	4	H	
Chompers restaurant*	Renew asphalt roof		8,000					0	M	
7 High Street*	External repairs and redecoration		4,000					5	H	
	Communal areas: Test & report on electrical installations						200	5	H	
	Renew roof covering		18,000					0	H	
	Interior decs to communal areas		3,000				3,000	4	H	
52 Ann Street*	External repairs and redecoration		1,000					5	H	
	Test and report on electrical installation	150				200		3	H	
24 Marine Place - drop in centre	Exterior repairs & redecoration			2,500				5	M	
	Resurface car park		9,000					0	M	
22 Marine Place - Foreshore store	Test and report on electrical installation				200			3	H	
* essential works only possible sale										
CIVIC CENTRE AREA										
	Hardsurface/Path maintenance to Central Clinic area		9,500	9,150				0	M	
WHITEWAYS, LITTLEHAMPTON RD	Test & report on electrical installation							10	H	Carried out 11/12
	External repairs and redecorations					5,000		5	L	

		TOTALS:	150,000	200,000	200,000	154,000
		=====	=====	=====	=====	
	<u>CAPITALISED SCHEMES</u>		14/15	15/16	16/17	17/18
		-----	-----	-----	-----	
FROM £150K CAPITALISED PMP RINGFENCE						
	<u>CM FOR CUSTOMER SERVICES</u>					
PIER	Refurbishment of deck light fittings	26,000				
	Renewal of decking	22,000	22,000	22,000		
PIER PAVILION/DENTON	Replace handrails			20,000		
CONNAUGHT RITZ	Renew slate roofs		66,000			
	<u>CM FOR REGENERATION</u>					
PROMENADE	Resurfacing Parade between George V & Pier	16,500	17,000	16,500		
	Parade - rewire festoon lighting					25,000
	Renew timber groynes					15,000
	<u>CM FOR ENVIRONMENT</u>					
PARKS & OPEN SPACES	Resurface paths and other hard surfaces		16,500	16,500	16,500	
SURFACE CAR PARKS	Replace boundary fencing/railings		15,000	15,000		
ALLOTMENTS	Resurfacing paths & roadways	16,500	16,500	16,500		
GRAFTON MSCP	Renew asphalt to deck walkway	33,000				
MSCP & SURFACE CAR	Structural & assoc repairs - general		25,000	73,500	75,000	
FIELD PLACE	Main house - refurbishment of toilets	36,000				
	Main house - renewal of asphalt roof		22,000			
	Renew irrigation system to bowling green			20,000		
	<u>CM FOR RESOURCES</u>					
TOWN HALL	Replace 1st & 2nd floor electrical distribution					22,500
Sub total		150,000	200,000	200,000	154,000	
FROM BEYOND CAPITALISED PMP RINGFENCE						
BEACH HOUSE PARK	Resurface of Western Access Road	66,000				
BROOKLANDS PARK	Stabilisation of lake bank adj to toilet block	44,000				
FIELD PLACE - THE BARN	Renewal of specialist floor & assoc works	66,000				
Sub total		176,000	0	0	0	
GRAND TOTAL		326,000	200,000	200,000	154,000	
NB 1) The above figures include in house Technical Services fees						
2) The above schemes are those in draft CIP as at Nov 2013 and exclude all reserve list items						



A Countywide approach to improving the management of Unauthorised Encampments

Report by the Strategic Director (JM)

1.0 Summary

- 1.1 The report proposes that Adur and Worthing Councils ("the Councils") work in partnership with the other Local Authorities in West Sussex to jointly fund the provision and running costs of Transit Site for Gypsies and Travellers.
- 1.2 Currently there are no public transit sites in West Sussex and, without such a site, the powers open to Sussex Police to move unauthorised encampments on is very limited. Early in 2013 all the West Sussex authorities jointly commissioned an independent study into the pros and cons of providing a Transit Site in West Sussex. The Study recommends that the West Sussex authorities should develop a Transit Site as a County-wide resource; that the partners, together with Sussex Police, develop a holistic, multi-agency way of managing both the Transit Site and unauthorised encampments; and that the West Sussex approach should be based on the East Sussex model.

2.0 Background

- 2.1 In recent years Committee has received a number of reports on the frequency and impact of unauthorised encampments on Council land. Significant progress has been made by the Council's in dealing with such encampments, with updated legal policies and standard operating procedures approved in 2012.
- 2.2 While the response of the Council's has improved, the effect of unauthorised encampments has remained substantial in terms of the impact on local communities; the amount of officer time diverted to deal with encampments; reputational damage to the councils; and the cost of pro-active and reactive measures in dealing with encampments. Many of these factors apply equally to Sussex Police.
- 2.3 Adur and Worthing are not alone in experiencing the impact of unauthorised encampments. Many of the Districts and Boroughs in West Sussex have had similar experiences, particularly along the coastal strip. As a result of this an independent report was commissioned in 2013 by the Chief Executives of West Sussex County, District and Borough councils, to assess whether a transit site would assist in managing unauthorised encampments and to inform partners of the pros and cons of a transit site. A copy of the study, its conclusions and recommendations, can be found in Appendix 1.

- 2.4 The Study recommends that the West Sussex authorities develop a Transit Site to be used as a Countywide resource and that partners, together with Sussex Police, develop a holistic, multi-agency way of managing both the Transit Site and unauthorised encampments and that the arrangements should be based on the East Sussex model. The main findings were:
- (a) Evidence from around the UK shows that providing a transit site, if managed well, reduces the numbers of unauthorised encampments and the overall cost associated with managing encampments
 - (b) For it to work well there needs to be a consistent multi-agency approach to managing both the transit site and unauthorised encampments, based on the County taking the lead role in both the management of the site and enforcement activities
 - (c) East Sussex Councils have adopted a multi-agency approach to unauthorised encampments and have been successful in reducing the number of unauthorised encampments year on year. In 2013/14 to date, there have been only 6 unauthorised encampments in East Sussex whereas Adur (7) and Worthing (9) have experienced 16 in the same period
 - (d) A strong partnership with the Police, supported by robust data-sharing, is key
 - (e) The perception that the transit site will always be full is not supported by the evidence
 - (f) Transit sites should be close to key road networks
 - (g) Grant funding is available from the Homes and Communities Agency (HCA)
 - (h) Good design and robust management limited to 10 pitches are key elements of effective transit provision.
- 2.5 If the West Sussex authorities wish to develop a multi-agency arrangement, similar to the East Sussex model, all of the following components would need to be in place for it to be effective:
- (i) A suitable transit site within the West Sussex county boundaries, which meets Government guidelines
 - (j) The County Council taking responsibility for the effective running of any transit site and any enforcement activity in the County area.
 - (k) All Districts and Boroughs signing up to a multi-agency approach and all authorities equally sharing any capital and revenue costs.
 - (l) Sussex Police using its discretionary Section 62 powers to move on unauthorised campers.

3.0 Proposals

- 3.1 It is clear from the study (Appendix 1) that unless an effective multi-agency arrangement is entered into, the provision of a transit site alone will not be effective in dealing with unauthorised encampments.
- 3.2 The findings of the study have been discussed among the Leaders and the Chief Executives of West Sussex and they have all agreed to recommend to their Councils that they should enter into a West Sussex-wide multi-agency approach to managing unauthorised encampments. West Sussex County Council has agreed to be the lead authority for the multi-agency arrangements in respect of both the management of the transit site and enforcement activities. For this arrangement to be successful, a Transit Site, in public ownership and control, must be sited within the West Sussex County boundaries.
- 3.3 A potential transit site has been identified in Chichester district. The site is located a few miles outside the City Centre and is accessible to the A27 and local amenities.
- 3.4 Draft details for a 9 pitch transit site have been prepared using Government guidelines which include a significant number of requirements needed to gain approval and secure grant funding from the Homes and Communities Agency (HCA) and to meet health and safety requirements that fall within the remit of the Local Fire Authority, under the (Fire Safety) Order 2005 (RRO).
- 3.5 The proposal is to create 9 pitches each to accommodate at least three parking spaces i.e. one caravan, two vehicles or one caravan, one trailer and one vehicle. Any deviation from the Government Guidelines will need to be explained and be agreed with the HCA.
- 3.6 Each pitch would have access to a separate amenity space either within a large site amenity block or provided as a semi-detached building serving two pitches. The purpose is to provide a degree of ownership when using site facilities.
- 3.7 The site also would need to be connected to local services and other facilities would include:
- A Manager's office
 - CCTV
 - External lighting
 - Road barrier to prevent unauthorised access
 - LPG storage
 - Perimeter fencing

4.0 Legal

- 4.1 The Police can use discretionary powers under Section 61 of the Criminal Justice and Public Order Act 1994 (CJA) to direct unauthorised campers to leave the site if they have caused a public order offence or caused criminal damage. However, Section 61 is rarely used as strict conditions need to be met before the Police use this power and therefore landowners are left to seek repossession via the civil courts.

- 4.2 The Police have further discretionary powers, under Section 62 of the CJA, which allow them to direct trespassers to a publicly-owned transit site if one is available in the County area. Currently there are no publicly-owned transit sites in West Sussex and, therefore, Police cannot use this power. If such a site was available, the Police could direct the unauthorised campers to the site. If they do not leave when directed, or they return to the county area within three months of being directed, they would be committing a criminal offence.

5.0 Financial implications: Transit Site

- 5.1 Officers at Chichester District Council (CDC) have undertaken work to provide cost estimates for the proposed Transit Site. CDC officers estimate the total cost of the scheme is expected to be in the region of £1.2 - £1.3m.
- 5.2 CDC officers met with the HCA on 14 November 2013 to discuss the potential of HCA grant funding. This is available but, in order to draw down the funding the following conditions must be met:
- (a) The grant application must be submitted to the HCA by 31 March 2014.
 - (b) The scheme must meet the DCLG requirements for developing Transit Sites. Any deviations from the Guidance must be agreed with the HCA.
 - (c) In order to be successful we will need to demonstrate deliverability of this site.
 - (d) All parties will need to have sought formal approval to enter into the arrangements
 - (e) Practical completion must be achieved before 31 March 2015.
- 5.3 The HCA has indicated that the average amount of grant is approximately £60,000 per pitch. However, due to the nature of the works needed at the proposed site it may be possible to secure a grant of £90,000 per pitch. Until the application has been approved it is not possible to give an exact figure but, assuming the design meets their requirements it is reasonable to assume a grant in the region of at least £540,000.
- 5.4 If the application is successful, the timescale for practical completion is expected to be February 2015. This assumes all key milestones are met and that there is no slippage in the project timing, either. This is a major risk because even the best managed projects can be delayed by unexpected events. Therefore, to ensure that, in the event the project is delayed for whatever reason, each partner authority will be required to underwrite the potential loss of grant so that CDC is protected from bearing the full financial effects if the grant does not materialise.
- 5.5 The gross capital cost of the scheme is likely to be in the region of £1.3m. This includes the cost of the land, building costs and internal and external resources to manage the project. Therefore, the cost for Adur and Worthing Councils would be in the region of £162,500 each.
- 5.6 If HCA funding is secured (assuming a grant of £60,000 per pitch) and the site can be fully functional by 31 March 2015, then the cost per authority is £95,000.

- 5.7 Once the site has been developed, the running of it will be passed to West Sussex County Council. The County will also co-ordinate all enforcement activities across the area. For this to work effectively each authority will need to nominate a lead officer to work up the partnership agreement.
- 5.8 The full costs of the scheme will not be known until the site design has been finalised. Once the tenders have been received a definitive budget will be drawn up. If, at this point, the budget was to exceed £1.3m a meeting of Chief Executives and Leaders would be held to consider whether to proceed. Any abortive costs up to this point would be shared equally amongst all the authorities.
- 5.9 The on-going revenue costs of the multi-agency arrangements are likely to be in the region of £10,000 – £15,000 per annum per authority.
- 5.10 In order to secure grant funding West Sussex County Council must have an interest in the land. A multi-agency partnership arrangement will need to be agreed in due course on how the site will be managed in the future.

6.0 Financial Considerations: Current Position

- 6.1 The proposals set out in the report to fund the provision and running of a West Sussex transit site have significant financial implications. However members will be aware that the Council's currently expend significant sums of capital and revenue costs in dealing with unauthorised encampments.
- 6.2 In 2012 the estimated revenues costs to the Council of dealing with unauthorised encampments in Adur was £11,321 and in Worthing was £16,981 totalling £28,302.
- 6.3 In 2012/13 each Council had a capital budget of £16,500 to undertake works to prevent incursions on Council owned land.
- 6.4 In 2013 the estimated revenues costs to the Councils of dealing with unauthorised encampments in Adur is £9,200 and Worthing £13,800, totalling £23,000.
- 6.5 In 2013/14 Worthing Borough Council has spent £20,350 on capital schemes designed to reduce the risk of unauthorised incursions. Adur District has spent £14,336 in the same period.
- 6.6 The costs shown in 6.2 – 6.5 show the cashable costs of unauthorised encampments. However this does not take into account the cost of work being delayed or cancelled as a result of having to deal with the impact of unauthorised encampments for officers and members.
- 6.7 The nature of unauthorised encampments are such that immediate responses are required that are detrimental to officer workloads and priorities. As such the cashable costs listed above do not reflect the full cost to the Councils of unauthorised encampments.
- 6.8 In addition to the costs listed above, unauthorised encampments have a significant negative reputational impact for the Councils. A perception exists that the Councils and Police are unable to deal effectively with these events.

7.0 Conclusions

- 7.1 Although the Councils have made improvements to the way in which it responds to and manages unauthorised encampments, the absence of a Transit Site limits the options for the Councils and the Police.
- 7.2 The Local Authorities in West Sussex have recognised that the current approach to dealing with unauthorised encampments is not sustainable. In East Sussex a proven model of operation has been in place for some years that has resulted in a very effective set of provision and practices, resulting in very few encampments across the whole County.
- 7.3 Adur and Worthing Councils spend significant sums annually on reactive measures and defensive barriers, with mixed results.
- 7.4 The proposal for West Sussex Local Authorities to work together to fund the provision and running of a Transit site offers the prospect of a cost effective and sustainable solution to problems created by unauthorised encampments in Adur and Worthing.

8.0 Recommendations

Joint Strategic Committee is asked to approve:

- 8.1 That Adur District and Worthing Borough Councils enter into a multi-partnership arrangements for the effective management of unauthorised encampments across West Sussex.
- 8.2 That Strategic Director (JM) is given delegated authority to agree the details of the multi-partnership arrangements with counterparts across West Sussex.
- 8.3 Notes that the proposed Transit Site is located in Chichester District and that West Sussex County Council will be responsible for the management of the site once developed.
- 8.4 That Adur District and Worthing Borough Councils agree to contribute up to £15,000 each to the running costs of the Transit Site and that this becomes part of the base budget for both Councils from 2015/16 onwards.

Joint Strategic Committee is asked to recommend to Councils:

- 8.5 Recommend to Adur District Council inclusion in the Capital Investment Programme 2014/15 a sum of up to £162,500 as the Councils contribution to the capital costs of the Transit Site.
- 8.6 Recommend to Worthing Borough Council inclusion in the Capital Investment Programme 2014/15 a sum of up to £162,500 as the Councils contribution to the capital costs of the Transit Site.

Local Government Act 1972
Background Papers:

Dealing with Unauthorised Encampments in Adur District and Worthing Borough
Report to Joint Strategic Committee 27th September 2012

Contact Officer:

John Mitchell
Strategic Director
Worthing Town Hall
01903221049

John.mitchell@adur-worthing.gov.uk

Schedule of Other Matters

1.0 Council Priority

- 1.1 Provide and Develop customer driven and cost effective services;
- 1.2 Adopt more sustainable ways of delivering services

2.0 Specific Action Plans

- 2.1 The proposals set out in the report are consistent with the aims and objectives of the work undertaken by the Adur and Worthing Gypsy & Traveller Strategic Working Group.

3.0 Sustainability Issues

- 3.1 Matter considered and no issues identified

4.0 Equality Issues

- 4.1 Travellers are an ethnic minority group and Equalities Legislation is applicable and their Human Rights must be taken into consideration.

5.0 Community Safety Issues (Section 17)

- 5.1 The proposals set out in the report will have a positive impact on community safety in Adur and Worthing.

6.0 Human Rights Issues

- 6.1 In dealing with unlawful encampments both the human rights of the travellers and of the settled community must be taken into account and balanced against each other. Any action taken must be proportionate and reasonable.

7.0 Reputation

Current arrangements for dealing with unauthorised encampments have significant detrimental impact on the reputation of the Councils. The proposals set out in the report will improve the reputation of the Councils significantly.

8.0 Consultations

- 8.1 Matter considered and no issues identified for Adur and Worthing Councils. Consultations will take place in Chichester.

9.0 Risk Assessment

- 9.1 Matter considered and no issues identified

10.0 Health & Safety Issues

- 10.1 Matter considered and no issues identified

11.0 Procurement Strategy

- 11.1 Matter considered and no issues identified

12.0 Partnership Working

- 12.1 The proposal requires partnership working with all West Sussex Councils, Sussex Police and the HCA.



West Sussex Authorities Transit Site Study REPORT



November 2013



Opinion Research Services The Strand, Swansea SA1 1AF
enquiries: 01792 535300 · info@ors.org.uk · www.ors.org.uk

Contents

1. Executive Summary and Conclusions	5
The Commission and Report.....	5
Introduction	5
Unauthorised Encampments in West Sussex.....	6
Managing Unauthorised Encampments: UK Experiences	6
Managing Unauthorised Encampments: Brighton and Hove; East Sussex; and West Sussex	7
Conclusions	8
Areas of Consideration.....	8
Recommendation	9
2. Introduction.....	10
The Study	10
Definitions.....	11
Managing Unauthorised Encampments	11
Transit Sites.....	11
Negotiated/Tolerated Stopping Places	13
Temporary Sites and Stopping Places	13
Understanding Approaches to Managing Unauthorised Encampment	13
Criminal Justice and Public Order Act 1994	14
Sections 61 Criminal Justice and Public Order Act 1994	14
Section 62A-E Criminal Justice and Public Order Act.....	15
Sections 77-78 Criminal Justice and Public Order Act 1994	15
Summary for the Criminal Justice and Public Order Act 1994.....	16
Managing Unauthorised Encampments in West Sussex.....	17
3. Gypsy and Travellers Unauthorised Encampments.....	18
Caravan Count	18
West Sussex County Council and Local Authority Records	19
Understanding Transit Patterns in West Sussex	20
4. Managing Unauthorised Encampments: UK Experiences	22
Background	22

Unauthorised encampments	22
Explaining Preferences for the Provision of a Transit Site and their location	23
Design and Development Costs	25
Management, Service Provision and Running Costs	26
Cross Border and Partnership Working	28
Meeting the Needs of Transit Sites Users.....	28
Meeting the Needs of the Local Authority	28
Transit Site Provision: A Case Study from Halton, North West England	29
Negotiated Stopping: A Case Study from Leeds, West Yorkshire.....	29
Recommendations and Conclusions	31
5. Managing Unauthorised Encampments in Sussex	34
Background	34
Brighton and Hove City Council (BHCC).....	34
Managing Encampments.....	35
East Sussex County Council (ESCC).....	35
Multi-Agency Approach	36
Site Management, Service Provision and Running Costs.....	37
What works in East Sussex?	37
West Sussex County Council (WSCC).....	39

1. Executive Summary and Conclusions

The Commission and Report

- 1.1 While the majority of Gypsies and Travellers have permanent bases either on public or private sites or in bricks and mortar and no longer travel, other members of the community either travel permanently or for part of their time. Due to the mobile nature of the population a range of sites have been developed to accommodate Gypsies and Travellers as they move through different areas.
- 1.2 Transit sites serve a specific function of meeting the needs of Gypsy and Traveller households who are visiting an area or who are passing through on the way to somewhere else. A transit site typically has a restriction on the length of stay and has a range of facilities such as water supply, electricity and amenity blocks.
- 1.3 Opinion Research Services (ORS) was commissioned by all councils in West Sussex to consider the implications and options relating to transit site provision.
- 1.4 The objectives of the study are:
 - » to assess whether transit provision would assist in managing illegal encampments; and
 - » to inform the partners about the pros and cons of transit site provision.
- 1.5 This study aims to draw on work already undertaken across the authorities and also additional work with stakeholders and the experience of other Councils who already have transit sites.
- 1.6 This Executive Summary summarises the outcomes of the study including the conclusions and areas for consideration. Readers are referred to the detail of the full report for a more comprehensive account of the case for transit provision in West Sussex.

Introduction

- 1.7 The provision of a transit site is one of several approaches that have developed to meet the needs of Travellers in transit. In total there are less than 250 transit pitches across the whole of England within local authority ownership or control. Currently, in Sussex there are two: **nine pitches at Bridies Tan, East Sussex** and **23 pitches at Horsdean, Brighton**. The number of transit pitches on the latter site will reduce by six in the future to make way for permanent pitches.
- 1.8 The decision to provide a transit site is often driven by the associated enforcement powers that it creates, specifically Section 62A-E Criminal Justice and Public Order Act, which allows the police to direct trespassers to remove themselves and their vehicles and property from any land where a suitable

pitch on a relevant caravan site is available within the same local authority area (or within the county in two-tier local authority areas).

Unauthorised Encampments in West Sussex

- ^{1.9} Data on unauthorised encampments confirms stakeholders' assertions that over recent years the number of encampments in the West Sussex area has increased. The total number of reported sites in East Sussex was much lower than in the other areas, indicating that the transit site operating in the area may have reduced the number of encampments.
- ^{1.10} Overall, the majority of unauthorised encampments in West Sussex are thought not to be caused by Travellers who seek permanent residence in the West Sussex area but by Travellers in transit who wish to stop in the area for a short period of time.
- ^{1.11} The cost of enforcement has been an issue in West Sussex. Based on high level data it is estimated that over the last five years unauthorised encampments are estimated to have cost the District and Borough Councils approximately £250k.

Managing Unauthorised Encampments: UK Experiences

- ^{1.12} Evidence collected from eleven unitary and local authority areas suggested that there is no one reason common to all for choosing to provide a transit site. However, they have evolved as usually a solution to unauthorised encampments.
- ^{1.13} The **location** of transit sites have in the main been the result of land availability and tended to be in council ownership and in areas that: would cause the least controversy such as adjacent to a permanent site; are a considerable distance from the settled community; near main road networks; and in areas frequented by Gypsies and Travellers.
- ^{1.14} Stakeholders agreed that for a transit site to work in a County there needs to be **buy-in from all district and borough councils**.
- ^{1.15} Transit sites are not considered to act as a magnet for Gypsies and Travellers who will only go to an area because they have a reason to be there, for work opportunities, historical travelling patterns or to visit family/friends; they do not go to an area because they have heard there are vacancies on a particular transit site.
- ^{1.16} Most transit sites have been funded through the Department of Communities and Local Government (DCLG) Gypsy and Traveller Sites Grant programme which is now administered through the Homes and Communities Agency (HCA). The design of these sites has been developed using good practice guidance and include: Hard standing; security fence; street lighting; CCTV; Amenity block and Laundry room.
- ^{1.17} The average cost of providing sites based on a per pitch basis (but including the cost of shared facilities) is approximately £55,560 per pitch.
- ^{1.18} Interviewees from areas that have transit sites believed that by providing this facility they had more options available to them especially in relation to enforcement and eviction of illegal encampments.

Importantly, in their experience the cost of enforcement had reduced and therefore having such a provision has provided good value for money.

Managing Unauthorised Encampments: Brighton and Hove; East Sussex; and West Sussex

- ^{1.19} **Brighton and Hove (BHCC)** is considered a popular destination for Travellers in the South East who are attracted by employment opportunities and seasonal work and are therefore up to four times more likely to have unauthorised encampments than in the rest of the region¹.
- ^{1.20} BHCC currently manage encampments through the provision of a transit site at Horsedean which contains 23 pitches and the employment of a Gypsy Traveller Liaison Officer who will carry out a joint site visit with the police when an encampment is reported. The results of this assessment will form the basis of a joint decision on the use of Section 61 and 62a. Currently, the Brighton and Hove's Police Division do not carry out partial evictions therefore they will only use the transit site when there is enough space to accommodate all members of the encampment. We are told that this practice will be changing in the future to mirror the use of Section 62a by East Sussex's Police Division.
- ^{1.21} **East Sussex Districts** currently manage unauthorised encampments through their use of a single transit site serving the entire County. Although data on recorded unauthorised encampments is not available prior to the opening of the transit site, stakeholders report that since the site opened in 2010 there are fewer encampments and there has been a year on year decrease since 2010.
- ^{1.22} Responding to unauthorised encampments in East Sussex is not viewed as the responsibility of one agency and the protocol sits within the context of the multi-agency holistic Traveller Strategy for East Sussex.
- ^{1.23} In carrying out their enforcement powers in relation to Section 61 and 62a Sussex police play a vital role in the overall approach to managing unauthorised encampments and have agreed to use their Section 62a powers if Bridies Tan is available irrespective of where the unauthorised encampment is in the County.
- ^{1.24} If Bridies Tan is full they cannot use S62A. However, they will perform a partial eviction if there limited pitches available at Bridies Tan. When this occurs in the majority of cases the whole group move and none go to the transit site and this usually happens very quickly – usually within a couple of hours. Most Travellers are aware of the legislation and therefore understand the process.
- ^{1.25} The lack of a transit site in **West Sussex** means that the West Sussex Police Division cannot use Section 62a. This results in costly enforcement action.
- ^{1.26} All stakeholders interviewed within the Sussex area supported the provision of a West Sussex transit site which serves all Districts and Boroughs. It is considered that the provision of a site would: meet the needs of Travellers in transit; reduce the cost of managing encampments; and will create a Sussex wide approach which will provide a consistent service to Travellers who visit Sussex.

¹ Brighton and Hove (2012) *Traveller Commissioning Strategy 2012: Balancing the needs of Traveller communities and the City's settled communities*, p4.

Conclusions

^{1.27} Based on the data and interviews with stakeholders from the UK and Sussex, ORS would recommend West Sussex develop a transit site on the basis that:

- » a public transit site would offer an alternative to all Gypsy and Traveller households visiting the county. Areas without a site councils are believed to offer a reduced service to Gypsies and Travellers moving through their area
- » evidence from around the UK and Sussex shows that providing a transit site, if managed well, reduces the numbers of unauthorised encampments and the overall cost associated with managing encampments
- » adopting a transit site to help manage unauthorised encampments would create a consistent approach in Sussex with all three areas providing a transit provision
- » in areas where no transit sites or pitches are provided there are less options available to facilitate enforcement action
- » a transit site would provide another tool to manage encampments because of the ability to direct Travellers to that site through the use of S62A
- » in areas where there is no transit site it can be difficult to provide for Travellers welfare needs by the roadside
- » adopting an approach to managing unauthorised encampments which includes transit provision reportedly decreases community tensions
- » using a transit site will protect recreational areas from disruption as a result of encampments
- » experience of areas with a transit site has proved they are politically acceptable as it reassures the local community.

Areas of Consideration

^{1.28} From the evidence, if West Sussex adopt a transit site model it will need to consider a number of issues:

- » One of the factors which have contributed to the success of the East Sussex model is the holistic multi-agency approach which is as important as the provision of a well-managed transit site in effectively managing Unauthorised Encampments. ESCC works closely with: the Police; Trading Standards; and Waste Management as well as other bodies to ensure a partnership approach.
- » Each District and Borough in East Sussex contributes £8k towards the running cost of Bridies Tan.
- » Guidance and evidence collated in this study suggests a site containing up to ten pitches. It is a concern, however, that the encampments in West Sussex can sometimes be larger than this figure. Experience has shown in East Sussex that where a proportion of the encampment is redirected to the transit site, they will decide not to go to the transit site and chose to stay together and move out of the District. However, in Brighton and Hove

it is reported that the same practice does not occur. Sussex Police need to consider developing a common protocol to their approach to using Section 62a, particularly with respect to carrying out partial evictions which is consistent across the areas. It is important for Travellers to understand that wherever they go in Sussex they will be treated in the same way.

- » Alongside Bridies Tan, the East Sussex strategy has identified a number of emergency stopping places which would act as a back-up if the formal site could not accommodate the number of encampments. East Sussex have never resorted to using such sites but West Sussex should consider this as part of their overall strategy
- » West Sussex would need to consult with both Sussex Police and Travellers themselves prior to deciding upon a suitable location for a transit site, although evidence suggests that the location should be on major road networks frequented by travellers.

Recommendation

^{1.29} From the evidence collected ORS recommends that West Sussex explore developing a transit site based on the East Sussex model:

- » Politically and operationally it makes sense to have a consistent approach across Sussex
- » The East Sussex model shares a number of commonalities with emerging models around the UK, however, it also features enhancements such as the involvement of Trading Standards and Waste Disposal which is considered to have contributed to the reduction of encampments
- » The Sussex Police Authority is already using S62A effectively in East Sussex. Therefore, extending this to the West Sussex area is not considered to be problematic and should not require a change to police operational procedures.

2. Introduction

The Study

- ^{2.1} Opinion Research Services (ORS) was commissioned by the West Sussex authorities to consider a wide range of implications and options relating to transit site provision. This study aims to draw on work already undertaken across the authorities and also additional work with stakeholders and the experience of other Councils who already have transit sites.
- ^{2.2} The authorities involved in this study are:
- » Adur District Council;
 - » Arun District Council;
 - » Chichester District Council;
 - » Crawley Borough Council;
 - » Horsham District Council;
 - » Mid Sussex District Council;
 - » Worthing Borough Council; and
 - » West Sussex County Council (WSCC).
- ^{2.3} The tender brief for the study set out its objectives as being:
- » to assess whether transit provision would assist in managing illegal encampments in West Sussex; and
 - » to inform the partners about the pros and cons of transit site provision.
- ^{2.4} Key aims of the study are to:
- » Provide a better understanding of Gypsy and Traveller movements across the County and wider sub-region;
 - » Understand what impact the approach taken by councils on unauthorised encampments and transit provision has on West Sussex;
 - » Provide a better understanding of the models used by other authorities in the Sussex Police administrative area, such as East Sussex, and whether any of these models are able to be transferred to West Sussex; and
 - » Seek and explore the relationship between an under supply of permanent sites across West Sussex and the sub region with the effectiveness of transit provision in addressing unauthorised encampments (in other areas).

Definitions

2.5 For the purposes of the planning system, Gypsies and Travellers means:

Persons of nomadic habit of life whatever their race or origin, including such persons who on grounds only of their own or their family's or dependents' educational or health needs or old age have ceased to travel temporarily or permanently, but excluding members of an organised group of Travelling Showpeople or circus people travelling together as such." (Planning Policy for Traveller Sites, CLG, March 2012)

2.6 Within the main definition of Gypsies and Travellers, there are a number of main cultural groups which include:

- » Romany Gypsies;
- » Irish Travellers; and
- » New Travellers.

2.7 Romany Gypsies and Irish Travellers are recognised in law as distinct ethnic groups and are legally protected from discrimination under the Equalities Act 2010.

Managing Unauthorised Encampments

2.8 While the majority of Gypsies and Travellers have permanent bases either on public and private sites or in bricks and mortar and no longer travel, other members of the community either travel permanently or for part of their time. Due to the mobile nature of the population a range of sites have developed to accommodate Gypsies and Travellers as they move through different areas:

- » **Transit sites** - full facilities where Travellers might live temporarily (for up to three months) – for example, to work locally, for holidays or to visit family and friends;
- » **Stopping places** - more limited facilities; and
- » **Temporary sites and stopping places** - only temporary site facilities to cater for an event.

Transit Sites

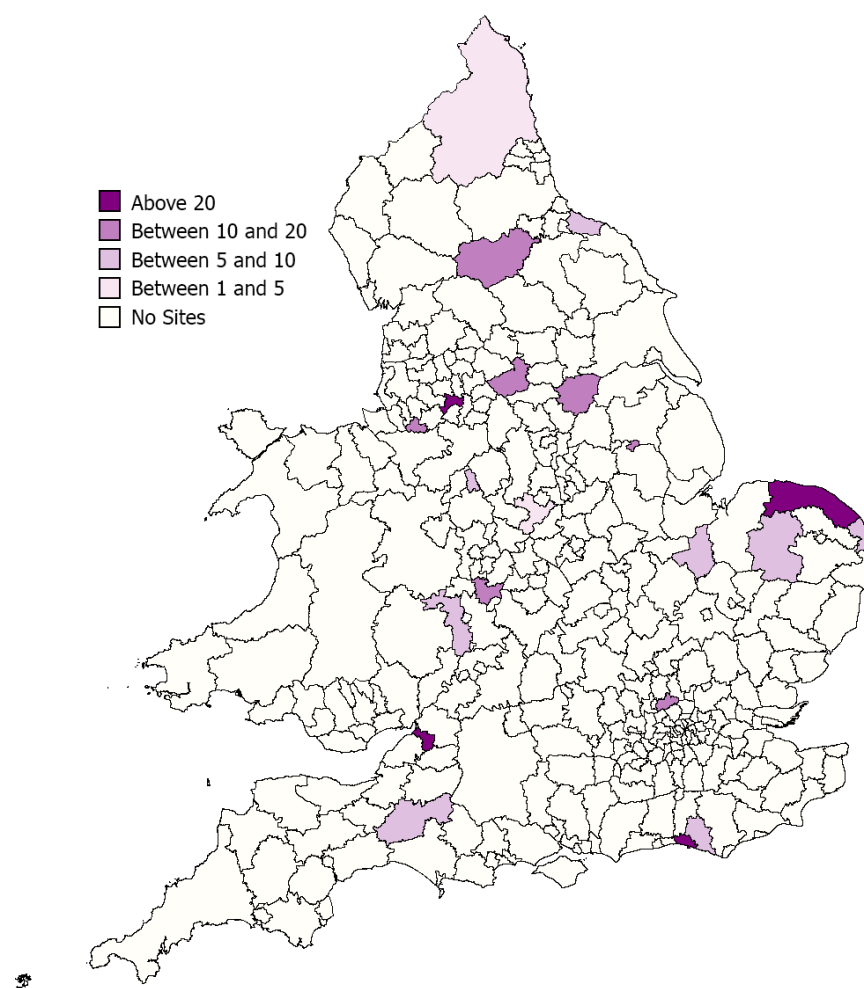
2.9 Transit sites serve a specific function of meeting the needs of Gypsy and Traveller households who are visiting an area or who are passing through on the way to somewhere else. A transit site typically has a restriction on the length of stay of usually from 4 to 13 weeks and has a range of facilities such as water supply, electricity and amenity blocks.

2.10 Communities and Local Government (2008) 'Designing Gypsy and Traveller Sites: Good Practice Guide' suggests that guidance for transit sites mirrors that of permanent sites except that proximity to community facilities (schools and doctors) is less important. Nevertheless, guidance does suggest the following differences which should be taken into account:

- » **Number of pitches** – For a Transit Site to be well managed it should not exceed 15 pitches

- » **Balance between soft and hard landscaping** – As transit sites are only intended for short stays there is less need for soft landscaping but this does not rule out maintaining the general ambience of the site
- » **Parking** – It is recommended that parking space for at least two vehicles is provided on each individual pitch
- » **Accommodation for a resident manager or warden** – Transit sites may present particular management challenges and depending on local circumstances and sufficient usage, it is recommended that provision is generally made for a resident manager/warden.
- » **Waste disposal** – is recommended for individual pitches
- » **Size of pitch** – It is important to ensure that each pitch can accommodate two touring caravans, two parking spaces and private amenities
- » **Private amenities**- it has been found that the majority of Gypsies and Travellers prefer private amenities on each pitch including a toilet, wash basin and shower with hot and cold water supply

2.11 The map below shows the distribution of transit sites in England which includes local authority and privately owned sites.



- ^{2.12} In total there are less than 250 transit pitches across the whole of England within local authority ownership or control. Currently, in Sussex there are two: nine pitches at Bridies Tan, East Sussex and 23 pitches at Horsdean, Brighton. The number of transit pitches on the latter site will reduce by six in the future to make way for permanent pitches.
- ^{2.13} There are also a number of transit pitches that are contained within private sites. This type of provision exists within West Sussex. The Clearwater site, near Chichester, is an example of a site which incorporates both permanent and transit pitches. However, this does not operate as an openly available transit site but is available to family and other visitors of existing residents.

Negotiated/Tolerated Stopping Places

- ^{2.14} An alternative to or in addition to a transit site is emergency or negotiated stopping places. This type of site also has restrictions on the length of time for which someone can stay on it, but has much more limited facilities with typically only a source of water and chemical toilets provided.

Temporary Sites and Stopping Places

- ^{2.15} Temporary stopping places are made available at times of increased demand due to fairs or cultural celebrations that are attended by Gypsies and Travellers. A charge may be levied as determined by the local authority although they only need to provide basic facilities including: a cold water supply; portaloos; sewerage disposal point and refuse disposal facilities.
- ^{2.16} This type of provision should provide safe and convenient access to road networks and be located so as to cause minimum disruption to surrounding communities. Scarborough use this type of provision to meet the needs of those travelling and attending the Seema Horse Fair and the Whitby Regatta and make land available while the events are taking place. Temporary stopping places are more commonly used when catering for the needs of those attending specific event because local authorities will be aware of the date and length of stay and will have a good idea about the expected Traveller numbers.

Understanding Approaches to Managing Unauthorised Encampment

- ^{2.17} The type of provision provided will depend on the specific nature of the Travelling community in an area. These needs can be identified through the Gypsy and Traveller Accommodation Assessments (GTAA's) and the twice-yearly Caravan Counts, supplemented by local records.
- ^{2.18} Importantly, the type of provision provided will depend upon the strategic approach to managing unauthorised encampments the Local Authority wishes to take. The response to managing encampments will not always be met by providing site or land provision. Some Local Authorities will opt for a policy of toleration toward unauthorised encampments and will allow Travellers to stay on their chosen site or land for a reasonable length of time. While not providing any formal provision, except possibly bin bags for rubbish collection, this approach can still be viewed as meeting the needs of Travellers as ultimately they have been given the freedom to travel and camp where they want to.

- ^{2.19} The decision to provide a transit site is often driven by the associated enforcement powers that it creates as outlined below.

Criminal Justice and Public Order Act 1994

- ^{2.20} The Criminal Justice and Public Order Act 1994 (Sections 61, 62, 77 and 78) is particularly important with regard to the issue of Gypsy and Traveller transit site provision. In 2006 the Department of Communities and Local Government produced a summary document entitled 'Guide to effective use of enforcement powers Part 1: Unauthorised encampments' which cover the range of powers open to the police and local authorities. The sections below is in turn a summary of the main points and powers of the Criminal Justice and Public Order Act 1994 (Sections 61, 62, 77 and 78).

Sections 61 Criminal Justice and Public Order Act 1994

- ^{2.21} The police can use Section 61 of the Criminal Justice and Public Order Act to direct unauthorised campers to leave a site if the landowner or his agent has asked the unauthorised campers to leave the land by a particular date and time, and they have failed to do so, and any of the three following conditions have also been met:

- » the unauthorised campers have caused damage to the land or property on the land;
- » they have used threatening, abusive or insulting words or behaviour to the occupier, a member of his family or his employee or agent;
- » there are six or more vehicles on the land.

- ^{2.22} Initially the landowner must make a formal request to the police that they use their powers under the Criminal Justice and Public Order Act. Once a decision to use police powers is made, a uniformed police officer visits the encampment and advises the occupiers that they are required to leave by a certain date and time, and provides them with a copy of the legislation. The police may determine the period of notice to the unauthorised campers to leave, and this may be hours or days.

- ^{2.23} If the unauthorised campers fail to leave by the date and time specified by the police officer, or return to that location within three months of the direction, they are then committing an offence and liable on summary conviction to imprisonment for a term not exceeding three months or a fine not exceeding £2,500.

- ^{2.24} In summary the powers contained with Section 61:

- » can only be used by the police;
- » can be used on any land except the highway;
- » are used to remove identified individuals and/or their vehicles from land;
- » there must be two or more persons trespassing on the land before the power can be used;
- » do not require the involvement of the courts;
- » possession is enforced by the police;

- » the return of unauthorised campers to the location within three months carries criminal sanctions.

Section 62A-E Criminal Justice and Public Order Act

^{2.25} Section 62A of the Criminal Justice and Public Order Act allows the police to direct trespassers to remove themselves and their vehicles and property from any land where a suitable pitch on a relevant caravan site is available within the same local authority area (or within the county in two-tier local authority areas).

^{2.26} A suitable pitch on a relevant caravan site is one which is situated in the same local authority area as the land on which the trespass has occurred, and which is managed by a local authority, registered social landlord, or other person or body as specified by order by the Secretary of State. In two tier authority areas, where a district council is situated within a wider county council area, the relevant caravan site may be anywhere within the county council area.

^{2.27} The power may be used where the following conditions are met:

- » at least two persons are trespassing;
- » the trespassers have between them at least one vehicle on the land;
- » the trespassers are present on the land with the common purpose of residing there for any period;
- » it appears to the officer that the person has one or more caravans in his possession or under his control on the land, and that there is a suitable pitch on a relevant caravan site for that caravan or each of those caravans;
- » the occupier of the land (i.e. the freehold owner or lessee), or a person acting on the occupier's behalf has asked the police to remove the trespassers from the land.

^{2.28} If the unauthorised campers do not leave when directed to do so under Section 62A, or if they return to the district within three months after being directed, they are committing an offence, and the police may then use their powers under Section 62B of the Criminal Justice and Public Order Act to arrest and detain them.

^{2.29} Local authorities will need to confirm that appropriate alternative pitches are available in the area before the police use their powers. The powers contained with Section 62A-E of the Criminal Justice and Public Order Act can only be used if there is alternative space available on a transit site under public control. The Police cannot redirect households to use transit provision on private sites as part of their enforcement action because it is at the discretion of the site owner who is allowed on to the site. However, for any area such as West Sussex, a publically controlled transit site anywhere in the County could be utilised to activate the powers.

Sections 77-78 Criminal Justice and Public Order Act 1994

^{2.30} Section 77 of the Criminal Justice and Public Order Act gives local authorities the power to direct individuals to remove their vehicles and belongings and to leave highway land, or any land occupied

without the consent of the landowner, whether owned by the local authority itself or by any other public or private landowner.

- ^{2.31} Local authorities may draw up a Direction which instructs the unauthorised campers to leave on a particular date and time. This document is approved and signed by an authorised signatory of the local authority (usually a solicitor or legal executive employed by the authority). It also identifies either individuals or vehicles on the unauthorised encampment.
- ^{2.32} The Direction is then served on the unauthorised campers by a local authority officer (the document must be given directly to one of the named unauthorised campers or affixed prominently to one of the vehicles).
- ^{2.33} If the campers have failed to move and/or remove any vehicles and other property by the date specified in the Direction, or return to the same location within three months of the date of the Direction, they are then committing a criminal offence and may be arrested by the police.
- ^{2.34} In practice however, it can be more effective for local authorities to pursue unauthorised campers who have contravened a direction under Section 77 by using their powers under Section 78 of the CJPOA. This allows local authorities to advise the Magistrates' Court of the contravention and, if the court is satisfied, then they may grant an Order for Removal of Persons and Vehicles.
- ^{2.35} The summary these sections of the Criminal Justice and Public Order Act
- » can only be used by a local authority;
 - » can be used on any land within the local authority's area, irrespective of ownership;
 - » are used to remove identified individuals from land;
 - » only require the involvement of the courts when unauthorised campers do not leave when directed to do so;
 - » possession is enforced by local authority officers or private bailiffs employed by the local authority;
 - » the return of unauthorised campers and/or their vehicles to the location within three months carries criminal sanctions.

Summary for the Criminal Justice and Public Order Act 1994

- ^{2.36} The Criminal Justice and Public Order Act 1994 confers a range of powers on the police and local authority, but does not create a duty to act. Both local authorities and the police have discretion as to whether to exercise their powers or not.
- ^{2.37} However, for powers to be potentially used under Section 62A-E it is imperative that a suitable pitch on a relevant caravan site is available. Therefore, unless a publically control transit site is provided in West Sussex the potential power conveyed by this act cannot be utilised by the local authority and police.

Managing Unauthorised Encampments in West Sussex

^{2.38} The following Chapters will investigate the extent to which West Sussex requires a transit site and what advice, guidance and lessons learned can be achieved through an examination of UK and Sussex approaches to managing unauthorised encampments.

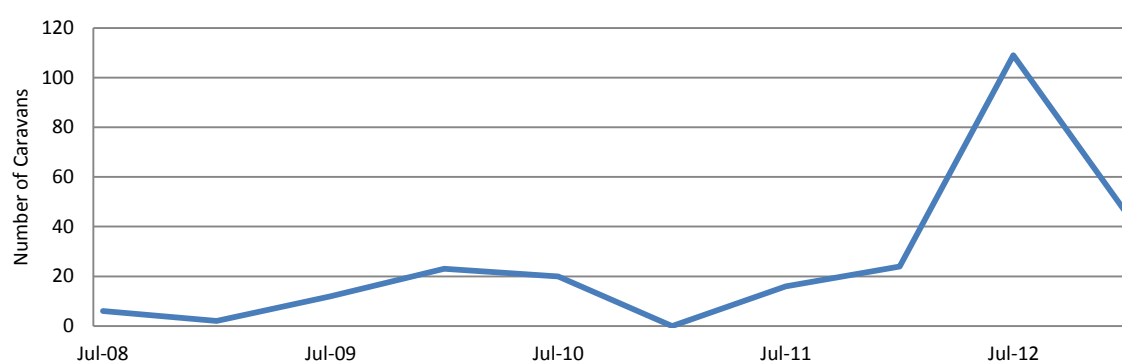
3. Gypsy and Travellers Unauthorised Encampments

Caravan Count

- 3.1 A source of information available on the Gypsy and Traveller population derives from a bi-annual survey of Gypsy and Traveller caravans, required by government, conducted by each local authority in England on a specific date in January and July of each year, and reported to CLG. This count is of caravans and not households. It must also be remembered that the count is merely a 'snapshot in time' conducted by the local authority on a specific day and that any unauthorised encampments which occur on other dates will not be recorded. Likewise any caravans that are away from authorised sites on the day of the count will not be included.
- 3.2 The charts below show the number of caravans on land not owned by Gypsies and Travellers in West Sussex. These represent unauthorised encampments which potentially could have been redirected to a transit site. The extremely high figure for July 2012 was driven by 69 caravans in Crawley. Overall it is clear that at any one time there are caravans in transit across West Sussex.

Figure 1

Gypsy Caravan Count for Caravans on Land Not Owned By Gypsies and Travellers for West Sussex: July 2008– January 2013
(Source: CLG Bi-annual Local authority Caravan Count)



West Sussex County Council and Local Authority Records

- 3.3 Figure 2 shows that evidence held by West Sussex County Council and district & borough councils indicates that in the period 2008-2013 over 350 unauthorised encampments occurred in West Sussex on highways and local authority land. These figures are likely to be an under-estimate of all encampments in the study area because some will have also occurred on private land and hence would not be the responsibility of West Sussex County Council or the local authorities. This would appear to highlight a clear gap in provision for at least one transit site in the area to help to manage unauthorised encampments.

Figure 2
Number of Encampments on Highways Land and Local Authority Land in West Sussex by Local Authority 2008-2012 (Source: West Sussex County Council and Local Authorities)

Local Authority	2008	2009	2010	2011	2012	2013	Total
Adur	11	8	5	2	9	5	40
Arun	9	25	7	19	12	6	78
Chichester	4	10	4	8	7	47	80
Crawley	19	2	1	5	2	1	30
Horsham	13	7	3	5	6	7	41
Mid Sussex	15	16	6	5	12	3	57
Worthing	2	5	2	1	8	9	27
Total	73	73	28	45	56	78	353

- 3.4 Sussex Police also collect data on encampments across the force area and the actions taken. In 2013 they had 94 encampments reported to them across West Sussex, East Sussex and Brighton and Hove, with 51 of these in West Sussex. While having the power to use Section 62 of the Public Order Act 1994 in East Sussex, this was only used twice in 2013 and the total number of reported encampments in East Sussex was much lower than in the other areas, indicating that the transit site may have an impact on the number of encampments.

Figure 3
Actions of Sussex Police in Relation to Unauthorised Encampments in 2013 (Source: Sussex Police Records)

Area	Reported Sites	Police Welfare Assessment Conducted	Landowner requesting use of powers	Supt Authority Sought	Supt Authority Granted	Section 61 Used	Section 62 Used
West Sussex Division	51	39	10	17	4	3	0
East Sussex Division	6	5	3	2	2	1	2
Brighton and Hove Division	37	33	9	11	8	8	0
Total for Sussex Police	94	77	22	30	14	12	2

Understanding Transit Patterns in West Sussex

- 3.5 The data on unauthorised encampments confirms stakeholders assertions that over recent years the number of encampments in the West Sussex area overall has increased. Faced with the associated cost of dealing with greater numbers, there has been growing support for exploring the future management of unauthorised encampments, specifically through the provision of a transit site similar to their neighbours:
- » **Horsedean, Brighton and Hove City Council** - 23 pitches
 - » **Bridies Tan, East Sussex County Council** – 9 pitches
- 3.6 The factors that explain unauthorised encampments across the Districts and Boroughs differ and favoured Traveller areas are subject to change. As reported by a WSCC officer, Chichester has become a popular Traveller destination in the last two years. In 2012 this was thought to have been caused by one particular group of Travellers who had stayed in the area for employment opportunities – specifically block paving work. Also, it is reported that many who are camping in Chichester are working in Hampshire. Prior to the increase in Chichester, Crawley and Horsham were favoured areas. This suggests that encampments can and do occur in each District and Borough at various times for different reasons.
- 3.7 Overall, the majority of unauthorised encampments in West Sussex are thought not to be caused by Travellers who are seeking permanent residence in the West Sussex area. Rather they are Travellers who:
- » have permanent accommodation elsewhere in the Country
 - » are on holiday
 - » en route to an event in the country (example religious festival in Western Super Mare in 2012)
 - » are travelling to the area for employment opportunities
 - » have been evicted from a neighbouring area
 - » are staying in West Sussex but working in neighbouring areas (Hampshire and Brighton and Hove)
 - » are seeking permanent residence in neighbouring areas (Brighton and Hove).
- 3.8 It is suggested that Travellers in transit in the West Sussex area have previously accessed the transit site at Brighton where they can stay for a maximum of three months.
- 3.9 Therefore, it can be assumed that some travelling patterns are cyclical and based on a stay at a transit site before travelling to West Sussex. In addition, however, the capacity at the Horsedean has fluctuated over the past year as repairs and other issues are remedied. This may have had an effect on the availability of provision across Sussex as a whole and could have increased the number of encampments in other areas including West and East Sussex.
- 3.10 It is well recognised by stakeholders across the Sussex area that forthcoming provision of a permanent site in Brighton has kept a number of Traveller families in the area who wish to claim local connections to Brighton and Hove and secure permanent residence. When conducting the Coastal West Sussex and Mid-Sussex GTAA's stakeholders revealed anecdotal evidence that Travellers in the area had been or were looking to travel to Brighton. It is reported that the Brighton connection has affected Mid Sussex and Adur

and Worthing to a greater extent than the other Districts. An officer representing BHCC was also aware of Travellers who have been moving between Brighton and Chichester on a regular basis.

4. Managing Unauthorised Encampments: UK Experiences

Background

- 4.1 There are less than 250 transit pitches across the whole of England within local authority ownership or control. The following section presents findings from interviews with representatives from eleven unitary and local authority areas. The areas where interviews have been undertaken include areas with transit sites:
- » **Fenland** - (1 site = 9 pitches);
 - » **Hertfordshire** – (1 site = 16 pitches).
 - » **Norfolk** - (4 transit sites = 27 pitches); and
 - » **Wiltshire including Swindon** - (2 sites = approximately 40 pitches).
- 4.2 ORS have also interviewed representatives in areas where transit provision is not currently provided to glean views from those in a similar situation to West Sussex:
- » **Buckinghamshire** – (identified a potential need for 1 site = 10 pitches);
 - » **Mendip**- (0 sites = currently working on a Community Land Trust (CLT) initiative that will look to develop a permanent site, 2 pitches will be for transit use);
 - » **Oxfordshire** - (1 site = 6 pitches that are not used for transit provision. No need was identified for transit provision in their recent needs assessment); and
 - » **Suffolk** - (0 transit sites);
- 4.3 A member of the ORS research team also attended an expert learning day, delivered by Leeds Gate Gypsy and Traveller Exchange on the 19th September, on 'Negotiated Stopping'. The information gathered has been shared in this section.

Unauthorised encampments

- 4.4 All Local Authorities generally gave the impression that the numbers of unauthorised encampments in their areas had decreased over the years. This was felt to be for a number of reasons:
- » Gypsies and Travellers were in some cases wishing to be permanently based for a number of reasons such as
 - » Their children's education;
 - » The cost of diesel;
 - » The lack of sites;

- » The recession and lack of employment opportunities;
- » Changes in legislation relating to areas such as scrap metal dealing and possible legislative changes to “cold calling”;
- » The fear of being moved on.

4.5 Nonetheless, many Travellers continue to travel and the reasons highlighted by those interviewed as to why Gypsies or Travellers move between areas were identified as being:

- » Traditional travelling routes;
- » Visiting friends/family;
- » Employment opportunities;
- » Specific events such as Royal agricultural shows and religious festivals such as the Catholic pilgrimage to Our Lady of Walsingham church near King’s Lynn; and
- » Holidays.

4.6 Those interviewed generally believed that Gypsies or Travellers still transient are moving through their areas or satellite around their area are more likely to be those who are Irish Travellers and New Travellers; some believed that Romany Gypsies tended to travel less and if they did, it would be during the summer months.

4.7 The majority of those interviewed referred to enforcement policies and procedures and, to improve the relationship between Gypsy and Traveller communities and public bodies together with providing a better service and a more tolerant approach some, such as Norfolk has a Protocol and a Gypsy and Traveller Strategy (currently being updated) and Swindon has a Traveller Code.

4.8 Enforcement in the areas interviewed was conducted through their own dedicated Gypsy and Traveller Officer/Enforcement Officer or each local authority (in two tier areas) paid towards the costs of the County Council providing such a service.

Explaining Preferences for the Provision of a Transit Site and their location

4.9 When interviewees were asked to explain why they had chosen to provide a transit site it was clear that there is no one reason common to all. Transit sites have usually resulted over time as a perceived solution to unauthorised encampments or as a result of a need being evidenced in a Gypsy and Traveller Accommodation Assessment.

4.10 The location of transit sites had in the main been the result of land availability and tended to be in council ownership. Transit sites tended to be in areas that would cause the least controversy such as where sites had already been developed for permanent use. The older sites in particular have been developed as a result of a path of least resistance e.g. usually next to existing permanent residential sites or on small parcels of land such as old railway cuttings or chipping depots that have become defunct over time. One site however had been developed on a piece of land that had been in private ownership and was specifically bought after consultation with Gypsies and Travellers with regard to preferred location and in comparison with other sites this was always in use.

- 4.11 It appears that where transit sites are provided there is stronger political backing for their existence than for providing new permanent residential sites; those interviewed believed that executive officers and council members tended to be more supportive of the provision of existing transit sites or for the providing of additional/new transit sites. It was put forward by those interviewed that this may be because of a perceived belief that Gypsies or Travellers will move through their areas more quickly, transit sites are thought to be cheaper to develop and run and they will therefore save public money. It is believed that having a transit site ensures there is a place where Gypsies or Travellers can be directed to should enforcement action be necessary.
- 4.12 When choosing where a transit site should be located those interviewed generally believed that transit sites through experience should not be adjacent to existing permanent residential sites. There was evidence to suggest that where existing permanent sites have been expanded to accommodate transit provision, issues arose between the permanent residents and those that are transient. Anti-social behaviour particularly relating to noise such as from generators, music, dogs and disputes between children made managing the two types of site extremely time consuming and possibly expensive. However, it is worth noting that in most cases transit sites tended to be away from residential bricks and mortar accommodation so there was no evidence to suggest that there were any general community cohesion issues other than between the Gypsies or Travellers themselves.
- 4.13 It is generally believed, that transit sites were best near main road networks and in areas that were known to be frequented by Gypsies or Travellers.
- 4.14 Some interviewed were mindful that it is easier to apply Section 62a in a unitary authority. In Counties, stakeholders agreed that for a transit site to work there needs to be a multi-agency approach to managing illegal encampments, by all districts and boroughs and led by the County Council.
- 4.15 There is a perception that such provision located within a local authority area could act as a magnet for Gypsies or Travellers and in addition may be seen as a negative to those people living in that local authority area with a perception that houses prices could be devalued. This perception is not supported by evidence. Three of the transit sites identified, regularly had vacancies and were generally underused². In one case it was known for the local authority to contact nearby local authority neighbours to ask whether they had any need to use their transit site because of underutilisation and it could be perceived there was a need to justify the existence of a transit site in their area. A conclusion could be made therefore, that Gypsies or Travellers will only go to an area because they have a reason to be there, for work opportunities, historical travelling patterns or to visit family/friends; they do not go to an area because they have heard there are vacancies on a particular site.
- 4.16 Some interviewees also pointed out Gypsies and Travellers are not one homogenous group; there are cultural differences between the different Gypsies and Travellers groups that often cause disputes; in addition to this there are further hierarchical and/or family feuds. This means that should police direct Gypsies or Travellers to vacancies on a transit site they will not necessarily go there because of these reasons and in some cases New Travellers, in particular, do not like to be told where to go and will decide for themselves what is best for them in terms of location.

² The majority of transit sites were constantly in use and at times could be considered as overcrowded.

Design and Development Costs

- ^{4.17} Some of the sites identified had been in place for a long time arising from the Caravans Act 1968; the sites have evolved rather than purposefully designed. In some cases the transit sites are used on a temporary, seasonal basis and in some cases they could be considered as pop-up³. The design of these sites has been developed using good practice guidance referred to in Chapter One⁴.
- ^{4.18} Those sites that have been “designed” are usually as a result of grant funding from the Department of Communities and Local Government (DCLG) Gypsy and Traveller Sites Grant programme which is now administered through the Homes and Communities Agency (HCA). Through that programme £16.3m have been invested in 26 schemes across the country providing 88 new or additional pitches and 179 improved pitches. The HCA has been in the process of delivering up to £60m Traveller Pitch Funding as part of the Affordable Homes Programme, to support local authorities, housing associations and other delivery partners.
- ^{4.19} In January 2012 the HCA announced confirmed allocations for £47m of this funding to support 71 projects across the country, for the provision of new Traveller sites and new pitches on existing sites, as well as the improvement of existing pitches. Further funding may become available as a result of slippage over the course of the programme. Providers interested in developing Traveller provision, including transit sites, can still contact their local HCA area office to discuss their proposals.
- ^{4.20} Older sites tend to be basic and in some cases provide little more than hard standing, cold water and portaloos. However, it has been identified that some of these sites have received significant refurbishment grants to improve facilities, but have since been vandalised. In these cases site owners now have little money or inclination to undertake the process of submitting grants to fund new facilities which could meet the same end. The evidence suggests that where transit sites have basic facilities, those using them are more transient and some could be considered to have chaotic lifestyles; they also tend to be more willing to move on from basic sites than those sites that have better facilities. Sites with basic facilities and with little management were less likely to be used by those Gypsies or Travellers wishing to keep a low profile when entering an area and want to go quietly about their business and cause as little disruption as possible.
- ^{4.21} Sites where “design” principles have been used have better facilities. These include shared bathroom amenity blocks consisting of basin, shower and toilet. There is also the provision of electric hook ups, drainage and taps to each plot. The visual appearance of these sites is more considered and often create less impact on the local environment. The use of earth bunding is considered to be preferable to Heras or wood panel fencing; this is because it cannot be removed or burnt and is aesthetically softer. Plots should be clearly delineated to ensure arguments over pitch use do not arise and it is advisable for an area to be set aside for large vehicles, livestock and/or for work.
- ^{4.22} Based on the experience of those authorities who have transit sites well designed and well managed sites are likely to have more vacancies and can therefore be used more effectively as a tool to avoid unauthorised encampments.

³ Pop-up – This term has been used for small pieces of derelict land or underutilised areas that can be used on an ad-hoc basis;

⁴ Designing Gypsy & Traveller Sites good practice guide, Housing Corporation, CLG 2009

- 4.23 Interviewees who had experience of or who managed sites that had existed for a significant amount of time were unable to provide costs relating to their initial development.
- 4.24 Developments costs for some sites that received grant funding in recent years have been provided. As explained these new sites have better facilities and will include the following as a basic outline:
- » Hard standing;
 - » Security fence;
 - » Street lighting;
 - » CCTV⁵;
 - » Amenity block (probably providing male and female facilities each with a shower, WC and wash hand basin);
 - » Laundry room.
- 4.25 Each pitch in most cases accommodates two caravans⁶ and is provided with separate electric, water and drainage.
- 4.26 The average cost of providing sites based on a per pitch basis (but including the cost of shared facilities) was approximately £55,560 per pitch. It is noteworthy that some of those interviewed believed that the quality of the facilities are beyond what is required and that providing basic facilities of hard standing, water and portaloo facilities is sufficient for a transit site. This is because it is significantly cheaper to develop (especially if the land is in the ownership of a public body); it is cheaper to run because there is less infrastructure or facilities that can be vandalised or stolen. The result of this is that the sites are believed to be easier to manage.

Management, Service Provision and Running Costs

- 4.27 Security and safety were considered by those interviewed to be extremely important and there were differences in the way site access is managed. Some sites, especially where they are an extension to an existing permanent site or those that could be considered large⁷, have 24 hour wardens or gatekeepers. However, the majority of transit sites are locked at all times and anyone wishing to use the site telephones a key holder; the management of these sites is arm's length.
- 4.28 In some cases where 24 wardens or gatekeepers are available on sites these are sometimes from the Gypsy or Traveller communities themselves. Some interviewees report that on their transit sites warden/gatekeeper accommodation was provided rent free or at a peppercorn rent and in one case rent from a proportion of those living on the sites went direct to the agent in payment for warden services rather than receiving a salary from the council.
- 4.29 The use of curfews and barrier systems to allow residents or visitors to have access whilst staying at the site were restricted to daytime hours only, security lighting and the use of CCTV were considered, by some, to be important. There were differences in opinion in relation to the use of CCTV as for some residents it provided a sense of security whilst for others it was an invasion of privacy.

⁵ Not all sites included CCTV.

⁶ One interviewee highlighted that they had pitches that were either singles or doubles.

⁷ Large is considered in this case to be more than 15 pitches

- 4.30 In the majority of cases those using transit sites are asked to complete a Mobile Homes Act agreement or similar transit site agreement, an example of which is available on request.
- 4.31 The transit sites identified had a maximum length of stay ranging from 28 days to three months and some had a restriction of no return within three months. Some interviewees identified that they had regular users of their sites and in one area they had experienced difficulties in a family not moving from the transit site for a year.
- 4.32 Some of those interviewed had experienced management issues ranging from anti-social behaviour such as noise, control of dogs and/or children, rent arrears and overcrowding. Overcrowding was often experienced on the transit sites in the majority of areas because of the lack of permanent provision – therefore it is assumed that transit provision works best when there is adequate and appropriate permanent provision.
- 4.33 Fees are charged and in some cases, a deposit required. Transit sites where facilities are basic generally charge a small fee usually to cover the cost of water, the use of the portaloo and rubbish collection (black sacks are provided) – on average this is around £5 per week. Where sites provide modern facilities and amenities such as hot/cold water, laundry and bathing facilities, electricity⁸ and security the fees range from £20-£50 per week. One area charged £70 per week for a double pitch (accommodating 2 caravans). However, it was noted the level of rent charged, especially in relation to whether or not a deposit was required, was in some areas discretionary. This is because some organisations believed that not all Gypsies or Travellers could afford this level of expenditure and it was acknowledged that where fees were handled by a middle man this could be open to abuse. It was believed that there was a need to be flexible and respect the experience and knowledge of Liaison Officers/Wardens or gatekeepers, as it was considered that they knew the Gypsies and Travellers that they dealt with on a regular basis and they knew whether or not there was a need for leniency.
- 4.34 With regard to the successful collecting of rents and deposits the research has indicated that where organisations charge rent there are difficulties in obtaining the money – rent arrears often accrue. One interviewee was of the view that where any Gypsy or Traveller had rent arrears they would be unable to use the transit site in the future unless the arrears were paid in full.
- 4.35 Respondents were, in the main, unable to provide information about running costs. The general impression is that those operating transit sites incorporate operating and revenue costs within larger generic budget. A view was put forward that this may actually hide the genuine costs of running and operating transit sites and by doing so there is an inability to justify costs against usage/need. The running costs that have been identified indicate that for a basic transit site an approximate running cost would be in the region of £9k per year, but this does not include the cost of providing key holders etc. One interviewee confirmed that last year the net loss for their transit site was over £13,000 but this year they were currently in profit by nearly £2,000; the revenue for covering costs for this area is provided through rents collected on their permanent sites.

⁸ Electricity is usually paid for by purchasing a £5 meter card and this often included the use of water.

Cross Border and Partnership Working

- 4.36 All of those interviewed believed that the relationship with the police authority in their areas was extremely important. It was generally recognised that in the majority of cases the police offered the ability to be tolerant when needed, but active and effective when a clear breach of the law had taken place. It was considered by some of those interviewed that the police taking an interest in the social welfare issues of Gypsies and Travellers alongside possible breaches of the law provided good partnership working. For example, Gypsy and Traveller Liaison Officers or site managers were able to inform the police of who was using a site in their area. Some of those interviewed also found the use of the police architectural liaison officers of assistance when designing sites.
- 4.37 Those interviewed confirmed that if a transit site in the area was being used in relation to enforcement action it was only for those with a local connection or being moved on within their own local authority area; their sites could not be used to direct Gypsies or Travellers to or from other district or county areas. However, in two tier areas where there is a countywide agreement to pass responsibility for dealing with unauthorised encampments supported by a countywide transit site this is not an issue.
- 4.38 Those interviewed did not highlight any cross border issues or good practice; in relation to cross border/partnership working other than the approach taken in East Sussex and in some areas Gypsy and Traveller Liaison Groups are attended by local authorities (housing and enforcement), health, education etc.

Meeting the Needs of Transit Sites Users

- 4.39 Interviewees agreed that the policies in use and the transit sites in their areas generally met the needs of those using them and some were able to evidence this from satisfaction surveys. However, it was generally agreed by those with Gypsies and Travellers in their area that because of the lack of permanent provision the use of transit provision was under strain. This was evidenced by some families/individuals staying for the maximum amount of time before moving onto another transit site; thus orbiting around an area and making do before finding a permanent pitch.
- 4.40 It was also considered that access to services such as education and health had improved through the use of welfare checks usually carried out by Gypsy and Traveller Liaison Officers.

Meeting the Needs of the Local Authority

- 4.41 Interviewees from areas that have transit sites believed that by having such a facility they had more options open to them especially in relation to enforcement and eviction. It was believed that well organised management, with supporting policies and procedures in place definitely reduced issues related to managing transit sites. It was also generally believed that having a well-designed site with good quality fixtures and fittings and basic facilities were preferable to those that could be easily damaged or removed.
- 4.42 Importantly, it was interviewees' perception that the cost of enforcement was reduced as a result of having transit provision. Unfortunately, interviewees were unable to provide data to evidence this. Value for money is therefore difficult to evidence due to the lack of detailed income and expenditure costs information and different methods of financing the costs. However, it was the perception of those interviewed that providing transit sites did equate to value for money.

- ^{4.43} The cost of enforcement has certainly been an issue for West Sussex. Based on high level data it is estimated that over the last five years unauthorised encampments are estimated to have cost the District and Borough Councils approximately £250k. This figure is likely to be grossly underestimated as it does not include data from the County Council and some authorities were unable to provide the data for the full 5 years. There are also inconsistencies in the methods used to collate this data across the Districts and Boroughs.
- ^{4.44} Those interviewed in areas where no transit sites or pitches were provided believed it gave their areas less options especially in relation to enforcement action. It was also believed that it gave a reduced service to Gypsies and Travellers moving through their area or where permanent site provision was insufficient.

Transit Site Provision: A Case Study from Halton, North West England

- ^{4.45} In 2009, Halton Borough Council opened a ten-pitched transit site, which offers Gypsies & Travellers coming into Halton a place to stay where they are able to access services. Families are able to stay for a three-month period, which must be followed by three months away from the site before they can return.
- ^{4.46} The transit site has greatly reduced unauthorised encampments in Halton – only 14 occurred in a two year period (2010-2012) and these were successfully dealt with within hours and the only associated cost was staff time. Prior to the transit site opening the average number of encampments was around 15 each year. This has since reduced to an average of eight per year. The number of unauthorised encampments continues to reduce since the opening of the transit site.
- ^{4.47} Importantly, this compares favourably when compared to a neighbouring authority without a transit site where there were over 60 unauthorised encampments over the period (2010-2012), a number of which took weeks to resolve and involved court action and the associated costs. Prior to the opening of the transit site, Travellers were going back and forth between neighbouring areas, however, this has reduced.

Negotiated Stopping: A Case Study from Leeds, West Yorkshire

- ^{4.48} In 2009 the West Yorkshire Gypsy Traveller Accommodation Needs Assessment identified a need for forty new pitches in Leeds before 2013 and a further eight pitches before 2015 to accommodate population growth. No new pitches have become available during this period and there are several private planning applications pending. Leeds City Council (LCC) have applied for planning permission to increase the 41 pitch local authority site to 53 pitches. The Local Authority estimates that up to 12 homeless Gypsy and Traveller families are already living on the Local Authority site 'doubled up' on pitches leased by family members. There are also up to 12 families living on authorised encampments in Leeds.
- ^{4.49} Between 2003 and 2010 Leeds City Council spent £2 million on 'eviction and clear-up costs' associated with unauthorised encampment. Locations of unauthorised encampments were increasingly inappropriate, including leisure use and church land, as previous camps were bundled.
- ^{4.50} Leeds Gypsy and Traveller Exchange (GATE), a community members association, provides advocacy and development support to members living on the roadside. The organisation raised concerns about health and wellbeing costs to the families living on the unauthorised encampments, as well as the identified costs to the Local Authority and uncalculated costs to the police force and health and education (missed appointments, school absence).

- ^{4.51} In January 2011, LCC published the findings of the Neighbourhoods and Environment Scrutiny Panel into Gate and Traveller site provision which made 12 recommendations including conducting a pilot ‘negotiated stopping’ scheme.
- ^{4.52} In May 2011, Leeds based families returned to a camp where they had previously been evicted. The Chief Housing Officer was given the task of reviewing the location with a view to initiating negotiated stopping. LCC found a desirable site for the following reasons:
- » The land was a ‘defensible space’ in that land available was restricted and any encampments therefore would be restricted in size
 - » That there was some ‘buy-in’ to the project among local business owners, the police and elected members
 - » The location was safe for the families and that they were prepared to stay there
- ^{4.53} The pilot went ahead with Leeds Gypsy and Traveller Exchange acting as facilitator to assist with the drawing up and signing of individual contracts with the heads of the families. As part of the contract LCC provided rubbish disposal and ‘portaloo’ toilets for each family. The agreement was to last three months. Once this period was up LCC sought another location and a successful move took place. The camp has been at the current location for four months and a further location is currently being sought.
- ^{4.54} A number of issues and learning points have arisen as a result of this approach:
- » LCC is reported to have saved in excess of £100,000 on associated costs up to September 2014, in relation to reductions in eviction and clear up costs associated with unauthorised encampments. The reduction in costs is important. However, it is important to note that this reduction has been achieved through a more tolerant approach overall and not just through the negotiated stopping place.
 - » The role of Leeds GATE as mediator has been helpful.
 - » Reducing difficulties associated with illegal encampments has been a beneficial effect on community cohesion and may reduce opposition to permanent site provision.
 - » Access to healthcare, education and training opportunities has significantly improved for the roadside families as the pace of evictions have slowed.
 - » Evidence that an authority is engaging in negotiated stopping can be presented to court if, at any point, recourse to an application for a possession order becomes necessary. The police can also use Section 62 of the CJPOA, if the local authority has identified an area where residents of an unauthorised encampment can be directed to.
- ^{4.55} Negotiation isn’t unique in the UK. Fenland District Council currently retains no budget for dealing with unauthorised encampments because negotiation is routine.
- ^{4.56} The use of negotiated stopping places has certainly had some success in Leeds, and has been aimed at meeting Leeds based Travellers and seems to be an interim solution to the lack of permanent accommodation in the area. This could provide a useful solution for West Sussex as they try to cope with Travellers in transit, prior to the development of a transit site which could take a number of years. This could be developed at a county-wide level in conjunction with Sussex Police. This approach could also be used in conjunction with formal transit provision.

Recommendations and Conclusions

^{4.57} When asked what recommendations they have for West Sussex, interviewees advised some form of transit provision and made the following suggestions based on their own experiences:

- » Keep site facilities and design basic;
- » Work with other local authorities within your county to provide a transit site along your main roadways;
- » Have a lead officer as the main point of contact who can then contact any officers required within an organisation, especially in relation to unauthorised encampments and other anti-social behaviour reported by members of the public;
- » Have tight rules and procedures as this will ensure that your transit sites are not abused such as non-payment of rent or overstaying;
- » Ensure the management of the site is in place before it opens and have either a gatekeeper/warden or more than one key holder;
- » Do not locate your transit site as an expansion to an existing permanent site;
- » Ensure those using the site can access local facilities such as health centres, shops and schools;
- » Do ensure that you have an ethos of toleration this will create greater trust in those that may be directed to a transit site and thereby use it;
- » Ensure a consistent approach with your neighbouring authorities, in two tier authorities at a County level, and work pragmatically to ensure provision and approach is shared;
- » Consider having lengths of stay that are flexible – if there are no Gypsies or Travellers waiting to use a transit site consider allowing a person to stay on the site a bit longer (with a new date agreed).

^{4.58} In conclusion, the way in which local authorities respond to the management of unauthorised encampments differs, nonetheless, there are a number of commonalities which provide some guidance when developing a transit site:

- » An optimum number appears to be up to ten pitches.
- » The site should provide basic facilities such as hard standing (no pea shingle), water and portaloo with sacks provided for rubbish (rubbish collection once a week).
- » Travellers in transit are likely to have their own generators so do not provide an electric hook up as they could overload it/abuse it.
- » A curfew should be imposed so that people can't get on during the night (but a code to be able to get out).
- » The site should be located away from existing sites and also local residents, but close enough to road networks and facilities. Good locations could include old chipping depots slip roads and land in ownership of the council to reduce cost.
- » Boundaries should be earth bunding as opposed to wood panel fencing.

^{4.59} It is fair to conclude, that there is no single model that could be considered 'best practice'. Local authorities have responded to local and regional factors such as availability of suitable land; travelling movements including size of encampments and frequency and the needs of the travelling community as well of the needs of the local authority.

5. Managing Unauthorised Encampments in Sussex

Background

- 5.1 In order for West Sussex to make an informed decision regarding the future management of encampments it is important to examine the unauthorised encampment policy in the Sussex region. This section examines the policies in Brighton and Hove, East Sussex, West Sussex and the approach to managing encampments by Sussex Police.

Brighton and Hove City Council (BHCC)

- 5.2 Brighton and Hove is considered a popular destination for Travellers in the South East who are attracted by employment opportunities and seasonal work and are therefore up to four times more likely to have unauthorised encampments than in the rest of the region⁹.
- 5.3 BHCC currently manage encampments through the provision of a transit site at Horsdean which contains 23 pitches. The transit site was originally created for New Travellers, however, in 2007 BHCC applied for a government grant to undertake some refurbishment of the site to make it suitable for Gypsies and Irish Travellers. The site is well used and, on many occasions, is full. The site is owned by BHCC and is managed by a warden. It is policed via CCTV security systems. However, the site is considered too big and when a large number of families occupy the site it can reportedly become difficult to manage and remove the families.
- 5.4 Plans around the future of the site and the management of Unauthorised Encampments has been laid out in *The Traveller Commissioning Strategy 2012: Balancing the needs of Traveller communities and the City's settled communities* which contains a number of objectives, but importantly sets out how the Authority intends to reduce the number of unauthorised encampments through the development of a permanent site at Horsdean which will redress the shortage of official permanent pitches. The site will be funded by a £1.7 million government grant. Once the permanent site is developed, it will reduce the number of transit pitches that are available by six. It is envisaged that there will be more families applying for a permanent pitch than what will be available and there are households which regularly use the transit site.
- 5.5 The strategy emphasises achieving maximum value for money by providing the services that will make the most difference and by reprioritising funding from reactive to preventative services. Overall, the dedicated Traveller services the Council provides to manage the Horsdean Transit site, to tackle unauthorised

⁹ Brighton and Hove (2012) *Traveller Commissioning Strategy 2012: Balancing the needs of Traveller communities and the City's settled communities*, p4.

encampments and provide outreach education services costs around £600,000 per year. Just over half of those costs go on managing unauthorised encampments, although this cost does not include the more intangible impact on the settled and Travelling communities such as residents not being able to use parks or the impact on the health and education of Traveller from regular evictions.

Managing Encampments

- 5.6 BHCC employ a Gypsy Traveller Liaison Officer who has a protocol with the police which is based upon 2004 guidelines on unauthorised encampments. The local authority will carry out a joint visit with the police within 24 hours (except for weekends).
- 5.7 An assessment will be undertaken which looks at the location, size of encampment and whether there are issues with the local community for example “is it on a sports field?” “Is there a local community event?” Or is it in a place which could be tolerated for a short period. Health and welfare enquiries are also conducted. The results of this assessment will form the basis of a joint decision on the use of Section 61 and 62a.
- 5.8 With a transit site in place it does mean that the police can use S62a to move Travellers on to that site. However, in Brighton the potential of this enforcement power is not yet been realised in the same way as East Sussex. Currently, the police don’t undertake a partial eviction, for instance when there are six pitches but ten families. It is reported that this practice will soon become more consistent with the other divisions since a recent refresh of the ‘pan-Sussex’ approach. It is argued that once Police begin undertaking partial evictions, the transit site will become more beneficial in reducing the numbers of encampments.
- 5.9 During 2013 the Horsdean Transit Site was closed and offered fewer pitches for those in transit. Prior to this it was constantly full and occupied by families who wanted or needed permanent sites. This supports the evidence that without permanent provision transit site provision cannot be effective in managing unauthorised encampments.

East Sussex County Council (ESCC)

- 5.10 East Sussex Districts currently manage unauthorised encampments through their use of a single transit site serving the entire County. The aforementioned solution has taken a decade to reach and was achieved through strong political leadership.
- 5.11 Although the provision of a transit site was prompted by rising tensions within the settled community, importantly, the development of appropriate transit provision available to all the Councils in East Sussex was viewed as central to an effective strategy for dealing with unauthorised encampments critically because it enables the Police to exercise their powers under Section 62A of the Criminal Justice and Public Order Act irrespective of where the unauthorised encampments are located in the County.
- 5.12 The Leaders of the District and Borough Councils in East Sussex, East Sussex County Council and the Sussex Police Authority agreed in 2003 that there should be a common approach to unauthorised encampments across the County. A report to ESCC Cabinet on 3 August 2004 agreed the key components for the development of an effective strategy for the management of unauthorised camping in East Sussex would be progressed in partnership with the District and Borough Councils and Sussex Police. It was agreed that the development of the Southerham lay-by in Lewes to provide transit provision should be progressed. The Cabinet report was approved by the Cabinet of each of the District and Borough Councils.

- 5.13 In September 2010 Bridies Tan was opened. The site has nine pitches and is situated on the A27 which had previously been a traditional but unofficial stopping place.
- 5.14 Although data on recorded unauthorised encampments is not available prior to the opening of the transit site, stakeholders report that since 2010 there are far fewer encampments and there has been a year on year decrease since 2010. As shown in figure 3 the amount of encampments in East Sussex is lower than West Sussex.

Multi-Agency Approach

- 5.15 Responding to unauthorised encampments in East Sussex is not viewed as the responsibility of one agency and the protocol sits within the context of the multi-agency Traveller Strategy for East Sussex. Agencies involved include the County Council, the District and Borough Councils, East Sussex Police and Health Services. Each of the Councils make a financial contribution to a post, hosted by the County Council in the Traveller Team to help with liaison between the agencies including the production of the joint strategy.
- 5.16 In the first 24-48 hours of an encampment arriving a Community Impact Assessment meeting will be held coordinated and chaired by ESCC. The meeting takes priority and at that meeting there will be representatives from the community including Travellers, Elected Members (town, parish, district or county), the Police, the Travelling Team, trading standards, waste management, children services, education and legal advice. A plan is reached and the roles of each of the professionals involved are decided. Once the decision to evict or tolerate is decided communication channels are then set-up. Elected Members, at every level, are advised and informed. The Traveller Team then carries out a joint visit with appropriate services and will offer advice and assistance to Unauthorised Encampment occupants. For example, trading standards have a DVD they hand out which covers specific issues such as the cooling off period in relation to carrying out works. Waste management will give advice on waste management carrying licences and keeping invoices etc.
- 5.17 In carrying out their enforcement powers in relation to Section 61 and 62a Sussex police play a vital role in the overall approach to managing unauthorised encampments. The police are unable to use S62A powers without available transit site provision.
- 5.18 In the East, Sussex Police have agreed to use their S62A powers if Bridies Tan is available irrespective of where the unauthorised encampment is in the County. Because Bridies Tan is a County resource if the Travellers then move to another District in East Sussex the police will serve another S62A until they have no Districts they can go to for three months. It is common that the travellers will not go to Bridies Tan.
- 5.19 If Bridies Tan is full they cannot use S62A. However, the following example was given by an officer representing East Sussex who claimed that in one incidence there were eleven caravans but only eight spaces at the site. Sussex Police served S62A and directed eight of them to the site, however, they all moved and didn't go to Bridies Tan. This is common. This is considered be a fairly swift experience which can take a couple of hours. Most Travellers are aware of the legislation and therefore understand the process.

Site Management, Service Provision and Running Costs

- 5.20 The initial cost of setting up the site at Bridies Tan was funded through a central government grant of £1.4 million. The cost is viewed as high largely due to the fact that the site is in an AONB (Area of Outstanding Natural Beauty) and a steep chalk bank had to be dug out.
- 5.21 The site is managed by the County Council Traveller Team through a site manager who also manages the four permanent sites in the County. Residents are allowed a twelve week stay with six weeks in between visits. There is restricted gated access and access on and off site is controlled and monitored by CCTV. Travellers have to ring if they want to move on and off the site with their caravan, uncontrolled access is only available for cars. Once four or more pitches are occupied this will involve more hands-on management. The occupancy of Bridies Tan year on year is going up and is now around 45% occupancy spread over a year. However, intensive management of the sites can be offset against the minimal amount of time the Traveller Team now spend on the management of encampments overall.
- 5.22 Electricity is charged separately and each pitch has its own meter which is controlled remotely. The pitches have individually allocated showers and toilets with lockable metal security doors but all located in a single separate block.
- 5.23 The running cost of the site is funded through an equal contribution of £8k from all Districts and Borough which covers the cost of the management and upkeep of Bridies Tan, and the management of unauthorised encampments. A proportion of the cost is offset by the rental income (£50 per week in advance) and utility income. It is argued that value for money of a transit site should not just include these factors. Certainly, as in the case of East Sussex, the reduction in the cost of managing encampments should also be taken into account.
- 5.24 The effect the transit site has on the host district is monitored on an on-going basis. This remains a live issue for debate but to date there have not been any major problems.
- 5.25 The role of the County as the overarching body is considered critical to the overall success of providing a transit site which is available county-wide. When exploring ways to improve the management of unauthorised encampments, the District and County Councils, together with Sussex police, found that permanent sites were not properly managed within the County. There are four permanent residential sites (three in Wealden and one in Rother) which have been in existence for over twenty years and are largely family sites with few vacancies arising. Originally East Sussex County Council (ESCC) owned and managed the 'property asset' of the sites whilst the relevant local council had responsibility for the individual residents. This proved problematic and for some years ESCC contracted with a specialist housing association, this also proved costly and ineffective. Consequently in 2007 ESCC took back the management of these sites. The County now plays an integral and vital role in managing Traveller site provision which includes the transit site.

What works in East Sussex?

- 5.26 Interviewees believe that the effectiveness of a transit site should not be based upon how many people use the site but should be the extent to which the numbers of encampments have reduced. For this reason most interviewees are of the opinion that the unauthorised encampment policy in East Sussex has been a

success and made the following points about what factors they feel have contributed to the success of the policy and the provision of a transit site:

Multi-Agency Approach

An agreed protocol and understanding between the County, the Districts and Boroughs and police is considered crucial. Different agencies involved in managing unauthorised encampments have different roles and it is seen as vital that these roles are clearly defined and coordinated from the outset to avoid duplication and to clear levels of responsibility.

In East Sussex, although the site is situated in Lewes, all Districts and Boroughs contribute financially to the provision of the site. It is not just a question of fairness – that all contribute but it is strategic in the sense that it is a countywide resource which means wherever an encampment occurs in the East Sussex area – it can be directed to Bridies Tan.

The Community Impact Assessment is seen as important in ensuring the needs of the travellers are properly considered and the involvement of Trading Standards and Waste Management is viewed as extremely important in sending out clear messages to Travellers that are engaged in trading activities.

Role of the Police

The willingness of East Sussex police to use Section 62a, even in the event that there is not enough space to cater for all members of encampment on the site, is viewed as critical because in most cases the group will not want to be split up and will move out of the area.

Location and Size

Those interviewed felt the location of the site could have been more centrally placed. However, the A27 is a main road and is a traditional and well-used travelling route; therefore, it is accessible to Travellers. Importantly, the police are not resistant to enforce if an encampment occurs anywhere in the County. Up to ten pitches are considered to be an optimum size for creating the balance between meeting Travellers needs and effective management.

Meeting the Needs of Travellers

Stakeholders believe that Travellers needs are best met in a formal site as opposed to on the roadside.

It is also argued that it provides a clear consistent message to Travellers that, if they want to come to East Sussex, they will have to use the transit site.

^{5.27} Interviewees representing East Sussex support the provision of a transit site in West Sussex on the basis that it would send out a consistent message to Travellers in the Sussex area. When thinking about the development of such a site interviewees believed that West Sussex should take the opportunity to learn from its neighbour in East Sussex who share the same police force.

West Sussex County Council (WSCC)

- 5.28 Most interviewees were of the view that all the councils in West Sussex are not managing unauthorised encampments effectively. Currently, each individual authority has responsibility for dealing with encampments on their land. WSCC will take responsibility for encampments on county-owned and highways land. Although encampments are managed in a similar way across the Districts and Boroughs there is not one overarching body which takes responsibility and control for managing encampments. As a consequence information, data and intelligence about the travelling groups is not routinely shared between the Districts and Boroughs and travellers are simply moved between council areas.
- 5.29 The lack of a transit site that serves the County means that the West Sussex Police Division currently does not have the ability to use Section 62a. This results in costly enforcement action. For example in 2012/03 Chichester had four encampments which resulted in a cost of £18,755 (including removal costs, officer time, security fees, legal fees and clean-up costs).
- 5.30 Overall, most stakeholders were of the view that West Sussex should provide a transit site. However a number of concerns were raised.
- 5.31 It would be difficult to use transit provision effectively unless the governance structure matched that in East Sussex where the County, through a Traveller Team, takes the lead on managing unauthorised encampments on behalf of the Districts and Boroughs. Currently the resources and staff are not in place to manage a transit site.
- 5.32 There is some concern that currently West Sussex County Council are in the process of outsourcing management of its permanent Travellers sites. Neighbours in East Sussex, however manage both the permanent and transit provision. East Sussex believe this is critical to the overall success of the management of unauthorised encampments. However, stakeholders outside of the East Sussex area are not convinced that management of permanent and transit is interlinked and needs to be the responsibility of one single body. Therefore, it is quite possible that a registered provider takes responsibility for permanent provision and the County manages encampments and any transit provision. What is clear is that whoever takes responsibility for managing encampments needs to have strong working relationships with other agencies including the Police, Trading Standards and Waste Enforcement.
- 5.33 The Police Division supports the provision of a site and argues that it would be more effective if Travellers could go to a site rather than be moved around the West Sussex area, as they currently are. Nonetheless, they note the following concerns about their enforcement role:
- » When using Section 62a the decision would have to be balanced taking into account the needs of the Travellers.
 - » When conducting a partial eviction it is considered not to be the role of the police to decide who goes onto the site.



Ward: [All in Adur and Worthing]

Early Help and Think Family Neighbourhoods

Report by the Strategic Director (JM)

1.0 Summary

- 1.1 This report outlines two key programmes the Joint Cabinet are asked to consider:
- i) the West Sussex Early Help Action Plan, which Members are asked to sign both Councils up to; and
 - ii) the West Sussex Think Family Neighbourhoods, which Members are asked to note, along with the funding attached to this.
- 1.2 Members are also asked to approve the opportunity to apply to be a Community Budget pilot area under the Our Place programme in the New Year.

2.0 West Sussex Early Help Action Plan

- 2.1 Early help and support for families at their point of need is vital for enterprising and vibrant communities. A wealth of evidence shows the impact of intervening early, which not only has a positive impact on families and communities, but also reduces the need for more intensive (and costly) services. The national review of safeguarding arrangements by Professor Munroe, instigated by the Coalition Government, identified “early help” as a must in order to effectively deal with the safeguarding agenda for children and young people.
- 2.2 Adur and Worthing Councils have been focusing on early help for some time, through the preventative services directly delivered (e.g. preventative housing work with young people; Wellbeing Hubs; early intervention work around anti-social behaviour), the voluntary organisations that the Councils’ fund (e.g. CAB), the community groups the Councils’ support (e.g. the Northbrook Phoenix Project and Lancing United), the work both Councils commission (e.g. the Wellbeing Programme commissioned to the voluntary sector) and the Partnerships’ Adur and Worthing lead and support (e.g. the Local Strategic Partnership, Health and Wellbeing Partnership, etc).
- 2.3 The Councils’ Safeguarding Children and Young People and Adults at Risk Programme has also been developed over the last few years to focus on early help. This has required a cultural shift and a skilling-up and empowering of our workforce, to enable issues to be identified earlier and with more ownership by Officers.
- 2.4 Whilst our local activity and practice has been shifting in the direction of earlier help, the new West Sussex Early Intervention Action Plan (see Appendix 1) provides an

opportunity for Adur and Worthing to develop a clear and bold statement about its approach and to develop this agenda in a more coherent and joined up way. This Plan has been developed with the purpose of developing a vision of “early help” for all partners in West Sussex and finding ways of strongly embedding it in policy and practice. It is explicit in its aim for all partners to provide early help and support, at the earliest opportunity, for families who are experiencing difficulties.

- 2.5 Instigated by the West Sussex Think Family Partnership and the West Sussex Local Safeguarding Children Board (of which our Councils are a statutory partner with a Duty to Cooperate), it offers a touch-stone for all agencies in terms of how services can be realigned and commissioning decisions made to focus on early help and intervention. It is a timely opportunity for all partners to explicitly re-focus and galvanise their work together for families at the start of life (where interventions have the most impact, i.e. before the age of 5 years) and in the first signs of difficulty.
- 2.6 This is particularly pertinent for Adur and Worthing, which has a number of communities that are in greater need and have a number of challenges, including: readiness for school being lower than the national average in Worthing; significantly lower than the national average levels of educational attainment; major gaps in the provision of services for young people with low to moderate mental health or emotional wellbeing support, particular issues with communities in debt and a lack of budgeting skills; higher levels of out of work benefits claimants; and a range of health inequalities (alcohol harms, ill health and long-term conditions, social isolation etc).
- 2.7 Early help should therefore be at the cornerstone of our approach of facilitating and nurturing more enterprising communities, by ensuring that those who need services can access them with ease and without delay.
- 2.8 The focus of the Early Intervention Action Plan is on particular groups of families that require more than the universal services offer and prior to them becoming eligible for specialist services. It does not however seek to limit its influence to this cohort of families, but aims to influence all commissioning strategies to take an early intervention approach and to consider the needs of families rather than just individuals by themselves.
- 2.9 It is underpinned by principles emphasising that early intervention is everyone’s job and encouraging and actively listening to the voice of the family, establishing the need for effective engagement and creating holistic approaches around family needs.
- 2.10 The focus is on helping families to be independent and solve problems for themselves by:-
 - Being able to access integrated Early Help services
 - Not having to get to crisis before help is available
 - Finding help in their own local and known networks
 - Supporting them to take responsibility for problems and providing help to solve them where we can

2.11 It has a focus on increasing:

- The number of families who can cope independently with adversity and challenge
- The number of vulnerable families who are contributing to the West Sussex economy
- The engagement and capacity of communities so they can solve their own local problems
- Effective partnership working and multi-agency approaches to information sharing and professional practice

..and decreasing:

- Demand on intensive and 'crisis' services such as taking children into care.
- Barriers for families with emerging problems so they are no longer 'hidden'.
- Unnecessary expenditure on uncoordinated or inefficient early help services.
- The intergenerational negative patterns of behaviour that children inherit.
- The number of families who fall through the gaps between services.

The key outcomes are set out in the 'stronger' section of the Action Plan (p.13 – 14)

2.12 The Action Plan has been developed in a consultative way with partner agencies from statutory and voluntary sectors, including officers from Adur and Worthing Councils. It sets out 4 key principles articulated in the following vision:

*"In the future we will be **smarter** in the way we do things; children, young people and families will get what they need **sooner**; we will ensure the provision of support, supervision and co-ordination to ensure children will be **safer** and that outcomes for them will be **stronger**".*

2.13 A Delivery Plan will be developed from this by April 2014 setting out how the intentions of the Action Plan will be met over the lifetime of the document.

3. Think Family Neighbourhoods

3.1 Think Family Neighbourhoods (TFN) is also being developed across West Sussex, following the success of the Think Family programme. It focuses on key neighbourhoods, selected by:

- levels of child poverty;
- where families who meet the Think Family Expansion criteria live; and
- areas that could most benefit from some targeted work.

3.2 The aim of the programme is about facilitating and developing co-support within communities aimed at giving people more control and responsibility to improve themselves and their community. The focus is on developing more resilience in communities, meaning that families cope better, are more active and place less demand on (often expensive) services. TFN aims to ensure resources (people and funding) are prioritised and focused in these neighbourhoods and is a significant expression of the 'localism' agenda in West Sussex.

3.3 Within the TFN programme there is a stated recognition that:

- communities strengths and assets should be built upon and developed. This is evident in some neighbourhoods; in other areas it needs to be developed by working with and alongside communities;
- some neighbourhoods are struggling to find solutions to their problems on their own and place additional demand and pressure on services;
- additional and different investment and support are needed in some neighbourhoods to mend the social networks which have become damaged.

3.4 In Adur and Worthing a total of nine TFNs have been identified, which are small geographical areas within wards (in most cases they are Lower Super Output Areas with 1,000 – 1,500 population), which include:

- Worthing = Northbrook; Heene; Central area; and Broadwater.
- Adur = Eastbrook; Churchill; Peverel; Mash Barn; and Southlands.

3.5 There is recognition across West Sussex of the effort and in some cases, investment already made in many of these neighbourhoods over several years by multiple partners and communities. In Adur and Worthing this work has been largely led by the Local Strategic Partnership programme and its targeted neighbourhood work in areas of deprivation. This local programme is focused on working with local voluntary and community groups, facilitating networks, supporting groups, identifying gaps and tackling needs, all of which is based on working alongside groups to develop and co-design solutions. This has focused work in several communities over the years but in recent times has been scaled back because of external resource reductions. The current focus is:

- Northbrook – Action Northbrook (aligned with TFN Northbrook)
- Central – Action Centre (covering TFNs Central and Heene) and
- Eastbrook – Action Eastbrook (covering TFN Eastbrook).

3.6 TFN aims to build upon this work in two ways: widening the number of areas of focus; and developing a more coherent focus with more partners contributing to this agenda. It does not however mean more of the same. Rather, the focus will be on how we can further develop this work, building on what we have learned from working with communities and groups, and ensuring that we embed the principles and practices of co-design. This is aimed at facilitating an approach that enables others' to lead (alongside our leadership) in ways that work with the strengths in communities (and targets needs and gaps) and uses these to improve the sense of place, facilitating more active and involved families in their communities.

3.7 It does require a change to the way partners work together by focusing themselves around these neighbourhoods, by refocusing existing teams, resources and funding to these areas. Most importantly, partners and communities will need to work together in ways that build trust, develop support and facilitate community led and co-designed solutions. This requires all partners to have an open mind and a willingness to deal swiftly with problems, and to set aside professional differences in favour of the community needs. It is envisaged that this will result in more joined up teams with join plans, targets and ambitions that aims to reduce the frustration and confusion experienced by community members.

- 3.8 District and Borough Councils do have a leadership role for this programme, based on the fact that we know our communities best. Importantly some funding is attached to this programme to facilitate this work: £46,700 for Adur and £69,900 for Worthing, to be spent by April 2015. This will be held and managed by Adur and Worthing Councils and subject to agreed local plans.
- 3.9 The principles agreed for the Adur and Worthing TFN programme include:
- Families, communities and the voluntary sector are at the heart of this work;
 - The central need for “Early Help” within neighbourhoods;
 - Work programmes will be aligned better in TFNs;
 - Resources will be more targeted (and maybe pooled) in TFNs;
 - Professional boundaries between groups will be broken down;
 - Sensitivity to community needs – they know best;
 - Community strengths and skills will be used;
 - Co-production with communities;
 - The use of behavioural insights to tackle behaviour change;
 - The need to challenging ourselves and be innovative.
- 3.10 Each area is required to have a local governance framework to oversee and lead this programme. In Adur and Worthing a TFN Steering Group has been established, led by our Strategic Director (JM), with key representatives, including both the Cabinet Members for Health, Safety and Wellbeing. Local delivery and oversight will be determined through local groups based within the TFNs, some of which are yet to be identified and formed.
- 3.11 To develop a mixed economy of partnerships in ways that facilitate co-design and the principles of communities know best, the approach being taken in Adur and Worthing includes two tiers:
- a) TFNs Intensive, where more focused work will take place with leadership of Adur and Worthing Councils to test out innovations, and
- b) TFNs Light, which will be neighbourhoods led by others’.
- This is broken down as:
- Worthing
 - Northbrook – TFN Intensive, led by Action Northbrook
 - Heene and Central area –TFN Light, led by Action Central
 - Broadwater- TFN Light, lead TBC
 - Adur =
 - Eastbrook – TFN Intensive, led by Action Eastbrook
 - Churchill - TFN Light, lead TBC
 - Peverel - TFN Light, lead TBC
 - Mash Barn- TFN Light, lead TBC
- 3.12 Each TFN is required to have a Community Plan, the primary aim of which is to tackle the main Think Family outcomes of: worklessness; crime and anti-social behaviour (including domestic violence); and truancy / risk of exclusion and other outcomes including: readiness for school; improving school attendance;

awareness of and an aim to tackle domestic violence; parenting skills; improvement in physical and/or mental health, including increased/decreased use of planned health appointments; use of urgent health services such as A&E, out of hours GP, emergency dentist for all family members; awareness of and interventions to tackle substance misuse including harmful drinking; risk of homelessness (i.e., rent paid, eviction notices withdrawn etc) and debt management.

3.13 The objectives of the TFN programme in Adur and Worthing have been agreed as:

- Delivering positive outcomes and making lasting change in Neighbourhoods, especially where there are families likely to require intervention from the Think Family Expansion Programme (TFX) in the future, or are already engaged on the Programme.
- Building on the work of Action Northbrook and Action Eastbrook, to identify current activity and programmes already happening that contribute to TFNs priorities;
- Identifying the key priorities for this group (using the TFN Template), focusing on, what needs to be addressed, how it needs to be delivered, who is best placed to lead this, success criteria and timescales;
- Identifying the skills and community champions within TFN areas that can help develop this work;
- Identifying and scoping ways in which existing programmes can be better aligned to meet TFN objectives;
- Identifying and scoping new projects through TFNs funding;
- Devising ways of evaluating the effectiveness of this programme.

3.14 The programme states a desire to impact on some or all of the following but the choice of these is to be locally identified:

- Residents in TFNs feeling safer where they live;
- Residents feeling a greater sense of community-ownership, resilience and neighbourhood pride;
- Reduction in ASB and youth crime;
- Increase in school attendance (and reduction in exclusions);
- Increase in families in work;
- Reduction in families in debt;
- Evidenced improvements in happiness and satisfaction;
- Members' views are respected and considered; and
- Communities feel empowered.

3.15 In Adur and Worthing the Steering Group have identified some specific outcomes including:

- Better resilience within TFNs, meaning local residents are more able to cope with difficulties and are more equipped to help each other and be involved in their local communities;

- Agencies are more joined up, professional boundaries are reduced and families, community groups and the voluntary sector is supported and enabled.
- Communities having more influence on accessing resources.

4.0 Adur and Worthing's approach to early help and Think Family Neighbourhoods.

- 4.1 The Joint Cabinet is recommended to sign up to and support the West Sussex Early Help Strategy Adur and Worthing Councils. This will make a statement of our ongoing commitment to embed early help activity and work in our core business in ways that targets and provides help and support to families at the point they need it and in accessible ways. This will continue to focus attention on the prevention of problems escalating to a level where issues become entrenched and families are placing high demand (and high cost) on services.
- 4.2 Members have also been informed about the TFN as part of this report because it is envisaged that the targeting of "early help" to those who need it most is best delivered through the TFN programme. The principles and desired outcomes for both programmes fit well with one another and together enable a geographic targeting of early help in areas of greatest need.
- 4.3 For the purposes of the TFN programme, the Joint Cabinet is asked to delegate responsibility for the management and decisions of the TFN budget to the Strategic Director (JM), in collaboration with the Adur and Worthing TFN Steering Group. Members are asked to note that the TFN programme has commenced and work is taking place to scope out its focus and identify and secure lead partners. More work will take place in due course to raise awareness of this work with local Ward Members. However it is recognised that the work and the outcomes, rather than the programme (which could be seen as "labelling" neighbourhoods) will be focused upon.
- 4.4 Both the Early Intervention Plan and the TFN programme fit well with the principles and intentions set out in our new vision – Catching the Wave. Providing early help for families, particularly in areas of greatest need, and helping them to navigate the system of services is at the centre of our new vision and desire to facilitate and nurture more enterprising communities and to do this in ways that listens to and works with the voices of families and seeks to collaborate and co-design solutions.
- 4.5 Members are also asked to note that as part of the TFNs programme, the opportunity has arisen for Adur and Worthing to apply to be a Community Budget pilot area under the Our Place programme. This is a £4.3 million package of support and grants for 100 neighbourhoods (to be selected), which is opening on the 20th January 2014.
- 4.6 The focus of this programme is on the transformation of local services to better meet the needs of local people in ways that provide more control to local communities to influence their place. The lead for this programme has now been announced as Locality. The Chief Executive, Strategic Director (JM) and the Communities Team Manager have met with the County lead for Community Budgets and subject to Member approval are keen to apply to this programme to be one of the 100 chosen neighbourhoods.

5.0 Legal

- 5.1 There is no legal obligation on the Council to provide financial or other assistance to the Voluntary and Community Sector but the Councils recognise the vital part played by voluntary groups in the life of the Borough and District.
- 5.2 Section 1 Localism Act 2011 provides a Local Authority with the power to do anything that individuals generally may do, providing no other legislation exists to prevent it, in whatever way, commercially or without charge, for the benefit of the Authority, its area or residents, or otherwise.

6.0 Financial implications

- 6.1 As always with these programmes there are financial implications included in officer time and support to develop this work, along with inward investment for Adur and Worthing of £46,700 and £69,900, respectively. However there are significant benefits of investing Officer and Member time in this work as a means of effectively working towards and achieving our new Vision.
- 6.2 There is funding available for the Community Budget pilot programme but the level of this and the opportunity to succeed is not yet clear. However, even if this is not successful some funding and officer support has already been committed from West Sussex to undertake this work locally.

7.0 Recommendation

- 7.1 The Joint Strategic Committee is recommended to:
- i) Consider the West Sussex Early Intervention Action Plan as set out in paragraphs 2;
 - ii) Approve the recommendation to sign-up to and support this Action Plan as set out in Paragraph 4.1;
 - iii) Note and consider the background to the Think Family Neighbourhoods Programme and the progress made in Adur and Worthing Paragraphs 3;
 - iv) To bring the Think Family Neighbourhoods funding into the Councils' Revenue Budget for the financial years 2013/14 and 2014/15;
 - v) To delegate responsibility for the management of the Think Family Neighbourhoods budget to the Strategic Director (JM) (Paragraph 4.3);
 - vi) Consider and approve the application to be a Community Budget Pilot area as set out in Paragraph 4.4.

Local Government Act 1972**Background Papers:**

West Sussex TFN Paper September 2013.

Our Place, DCLG

West Sussex Early Help Intervention Plan

Contact Officer:

Tina Favier

Communities Team Manager

Portland House

01273 263293

Tina.Favier@adur-worthing.gov.uk

Schedule of Other Matters

1.0 Council Priority

- 1.1 Corporate priority 2) “Work more closely with and commission our communities, the voluntary sector, public organisations, business and commercial sectors”

2.0 Specific Action Plans

- 2.1 (c) Deliver interventions that improve the health of our communities.

3.0 Sustainability Issues

- 3.1 Sustainability issues have been considered in the report.

4.0 Equality Issues

- 4.1 This proposal will have a positive impact on some sections of the community including those that are socially disadvantaged.

5.0 Community Safety Issues (Section 17)

- 5.1 There are benefits to community safety in terms of working with children and communities.

6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified.

7.0 Reputation

- 7.1 Project will positively raised the profile of Adur and Worthing Councils in the local community.

8.0 Consultations

- 8.1 Consultation will be carried out with communities and partners throughout the programme.

9.0 Risk Assessment

- 9.1 Risk assessment to be developed in partnership.

10.0 Health & Safety Issues

- 10.1 None identified

11.0 Procurement Strategy

- 11.1 Matter considered and no issues identified.

12.0 Partnership Working

- 12.1 Partnership working strengthened between Adur and Worthing Councils, local residents, and partners



Early help

Smarter

Sooner

Safer

Stronger

An Early Help Action Plan for
West Sussex 2014 – 17



INDEX



Foreword	3
1. Scope and purpose	4
2. Implementing the vision	6
3. What this Action Plan means for West Sussex	7
4. Priorities for action	9
Smarter	9
Sooner	11
Safer	12
Stronger	13
5. Next steps	15
6. Appendices	
a. Needs evidence base	17
b. Governance Structure	19
c. Consultation report 2013 and references	19

In this document we use terms that you may be unfamiliar with or require a definition.

Resilience - The ability to deal with stressful situations, adversity or challenge, and to bounce back or cope without significant or long term harm

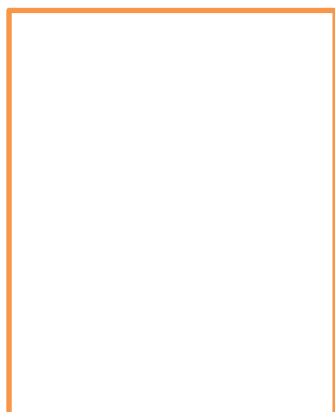
Commissioning - The process of understanding, specifying, securing and monitoring services to meet people's needs at a strategic level - making things happen for children young people and families through, and with, others

Family - In this context the use of the word family is in its broadest sense including foster and caring placements. Reference to children and young people in families covers age groups 0-19, and in addition, 20-21 years old for young people who are disabled.

'Whole family' approach - This means working in a way that recognises there may be an impact on other members of a family, other than the person involved in a service directly – it's about 'Think Family'.

Early Help Offer – one singular view of all Early Help services (irrespective of who delivers them) available to families in West Sussex

FOREWORD



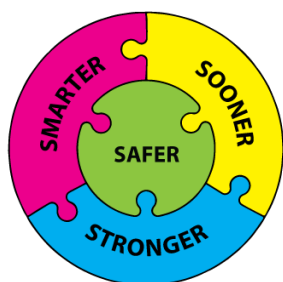
In West Sussex, we have strong ambitions for children and young people to have the best possible start in life. Our aim is to enable all of them to aspire to and achieve their full potential, helping to give them the foundation for a successful future.

However, some families experience difficulties which, if identified and ‘nipped in the bud’, can be prevented from escalating. There are a range of services currently being provided across the County; however the challenge for us is to understand what early help can do for families with children and young people in West Sussex and to co-ordinate and deliver these more effectively.

This Early Help Action Plan gives a strategic and common vision that is shared by different organisations providing services to families with children and young people in West Sussex. We are determined to help families who need it by intervening early and tackling the root cause of their problems with them so that all members of the households, especially children, reach their full potential. Our approach is this, that we will be **smarter** in the way we do things; children, young people and families will get what they need **sooner**; we will ensure children live in strong protective families where they are **safer** and that outcomes for them will be **stronger**.

This is our Action Plan – all organisations in the County own it. In fact whoever is delivering a service to children, young people or families. It is no longer acceptable to say ‘no’ to giving help to someone early on, only to see their problems escalate to a crisis, causing more harm to them and more cost to another agency. We can only solve this by working together.

Early help is a new way of working with families but the truth is we have been doing it and we need to do more of it, more effectively and achieve better value for money from our joint investments. Our Think Family Programme is one example of this and will remain a cornerstone of how we deliver a more strategic approach to Early Help.



This is a clear, decisive way forward which is why we are calling this document an Action Plan. The organisations who have signed up to it pledge to work collaboratively to overcome barriers so that we can achieve better outcomes for our communities, not just in the immediate future but in the long term. This Action Plan is a foundation for the next 25 years and all of us must play our part.

Louise Goldsmith

Leader of West Sussex County Council

On behalf of children, young people and families in West Sussex

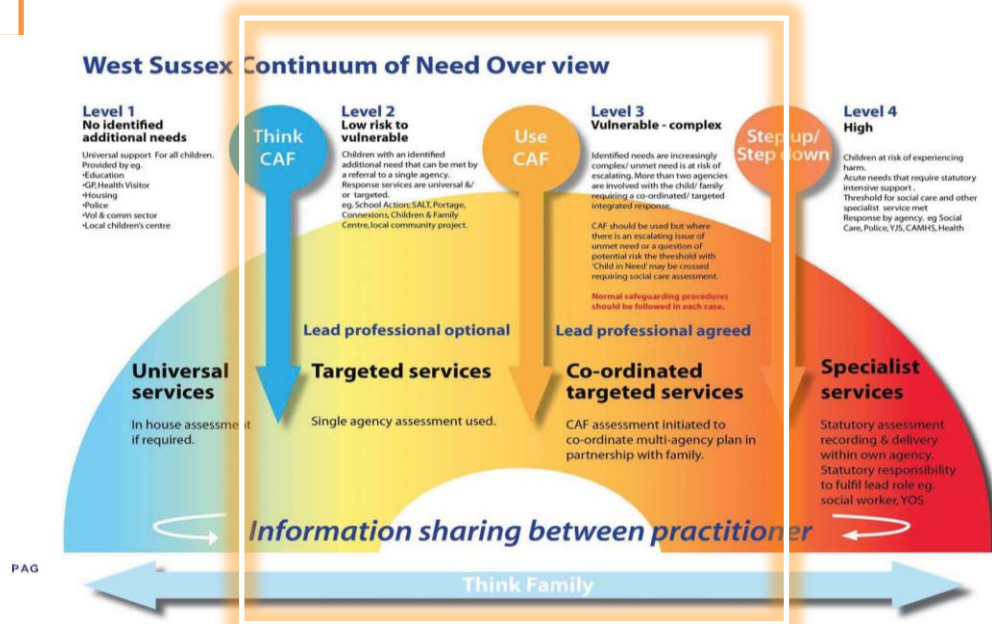
1. SCOPE AND PURPOSE

Purpose of the Action Plan

The purpose of this Action Plan is twofold:-

- 1) It will be the basis for transforming services for families who need Early Help and driving the work that we all do.
- 2) It will inform and guide all services commissioned for families and children ensuring an Early Help approach is built into them.

The diagram below shows how this Early Help Action Plan maps onto the continuum of need currently used in West Sussex i.e. it will target families who need early help at levels 2 and 3. This is a well-known tool that practitioners use to make sense of services on offer and the needs of the families who use them.



We believe that this forms the basis of learning and understanding how Early Help can be delivered more effectively across the County.

What is Early Help in West Sussex?

'Early help' means intervening as soon as possible to tackle problems emerging for children, young people and their families or working with a population most at risk of developing problems. Early help (sometimes known as early intervention) reflects the widespread recognition that it is better to identify and deal with problems early rather than respond when difficulties have emerged and intervention can be less effective and often more expensive.

Although research shows that the greatest impact can be made during a child's early years, early help is not just for very young children, as problems may emerge at any point throughout childhood and adolescence; and at particular times in a family's journey – as part of their 'life events' such as bereavement or homelessness.

Early help approaches can be delivered through both providing services to all children and families (i.e. universally), or targeted support offered to those more likely to suffer poor outcomes at any stage of childhood or adolescence.

Early help can give families the opportunity to regain control of their circumstances without formal statutory 'interventions' such as Social Care. If help early on is not available this can, in the worst cases, result in children's social and emotional development being impaired with potential for family breakdown and children being taken into care.

Why now?

The benefits of implementing an Early Help Action Plan have been reinforced by many current national and local drivers. These include statutory requirements from OFSTED and the West Sussex Local Safeguarding Children's board. There is a significant national evidence base that proves early help works – it reduces cost to the public sector and better long term results for families.

Challenges

The delivery of the Early Help Action Plan requires all organisations in the County to work together differently. From the extensive consultation and feedback we have had whilst developing this Action Plan, we know there is a huge commitment to the concept. If we are to deliver this Action Plan we need to overcome a number of challenges, the most pressing of which are set out below.

- Whilst many services are delivering good outcomes, they are fragmented and uncoordinated.
- More pooling of funds is required.
- Collecting data and information on Early Help is difficult because systems don't talk to 'each other'.
- Data is still not shared as well as it could be.
- Mapping the cost of Early Help and understanding how this approach saves money is contentious because of the array of methodologies used and that much spending is 'invisible'.

Overcoming these barriers is a key priority. They will be objectives in our implementation plan. We will constantly check we are overcoming them by asking those people overseeing the Action Plan to scrutinise our progress. We will also ask families what they think and if their experience of services has changed.

2. IMPLEMENTING THE VISION



The vision is this – that we will provide help and support at the earliest opportunity to families experiencing problems. We will make sure our approach will be:- **smarter** in the way we do things; children, young people and families will get what they need **sooner**; we will ensure children live in strong protective families where they are **safer** and that outcomes for them will be **stronger**.

Good universal services such as health visiting are the bedrock of effective Early Help. We expect that universal services will deliver quality and value for money, supporting families in ensuring that every child has a good start in life. This Action Plan builds on this universal foundation by targeting services and support at the earliest opportunity to families, children and young people who need extra help, so that emerging problems can be ‘nipped in the bud’ and do not escalate further. Early Help gives families the opportunity to regain control of their circumstances, ensuring that their children stay safe and achieve their full potential.

To deliver this vision all organisations commit to a set of **overarching principles** set out below. These will guide commissioning and delivery of Early Help services.

- Early help and intervention is everyone’s job.
- Most families with a little support can and do overcome difficulties.
- The best outcomes are often achieved when people are enabled to sort out their own problems, rather than us doing it to them or for them.
- Barriers that stop families getting the Early Help they need must be identified and removed.
- The voice and experience of children, young people and families should influence service design and delivery.
- Make best use of reducing public sector resources.

Aim of the Action Plan

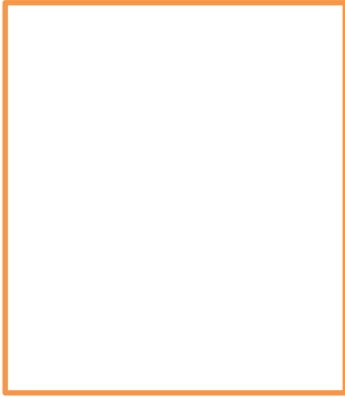
The Action Plan provides one common vision across different organisations providing services to families, young people and children in West Sussex. It embeds our need to understand and share collective safeguarding responsibilities in all approaches to Early Help. The Action Plan will provide the context for organisations to align and prioritise services around early help, to be clear on and identify their early help ‘offer’, and for both commissioners and providers to show how their early help activities will be outcome driven and evidence based. The challenge for all is to develop Early Help services that are:

Early help services that are:	
Targeted	focused on clearly identified need
Co-ordinated	working together on commissioning and planning
Local	locally responsive
Empowering	enabling families to take responsibility and be involved
Outcome focused	clearly demonstrating an impact on outcomes
Multi-agency	integrated early help across organisations and agencies to ensure a continuum (or pathway) of support for families with children and young people

“Early intervention is a force for transforming the lives of children, families and communities, particularly the most disadvantaged.”

Grasping the nettle – C4EO¹

3. WHAT THIS ACTION PLAN MEANS FOR WEST SUSSEX



What this means for organisations

- It means high level political leadership and a leadership commitment across all organisations and partnerships, to achieve our common goal.

Organisations who commit to this Action Plan will:

1. Support the development of the action plan and align priorities with their individual organisational plans.
2. Invest in areas where the benefits are clear, but may be realised by others and resolve the financial implications of this.
3. Take responsibility together to stop family problems becoming more entrenched and so cease to practice in ways that transfer costs to other areas of service in the public sector that are more expensive.
4. Use and share data more effectively across partners.
5. Create effective integrated early help screening approaches that transcend traditional boundaries. This may mean redesigning our services.
6. Stop resources from being wasted by lack of collaboration
7. Have a long term vision and stay committed to it.

What this means for families, children and young people

- It means helping families to be independent and able to cope with and solve problems for themselves and where this is not possible, to take decisive action to protect children.

Families will:-

1. Be able to access early help services that are integrated across organisations and agencies.
2. Not have to get to a crisis before help is available - If you ask for help to avoid a serious problem that is getting worse or a crisis that is emerging, that you get help to try to stop it escalating.
3. Become more resilient. This includes helping families to:-
 - Work hard to stay together – including wider family support networks.
 - Take responsibility for problems, and help to solve them where they can.
 - Find help in their own local and known networks, family and friends, where possible.
 - Build strong attachments and where they have been broken help to rebuild them.

What this means for communities

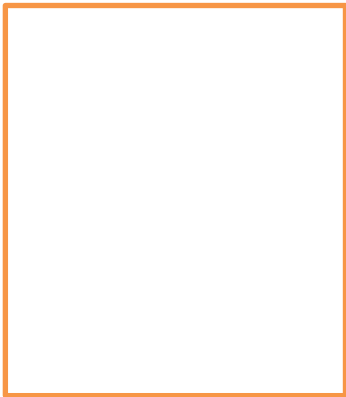
- The activity that this Action Plan will initiate will always be delivered as close to families in their communities as possible.

For communities this Action Plan means that: -

1. Universal services will deliver effective support and help.
2. Communities will be part of the solution.
3. Local provision of early help and family support will be based on evidence and need.
4. Local networks and partnerships are nurtured and are a focal point for service delivery.
5. Sharing local information about what's available for families will be easier.
6. Recognising the critical role that volunteers and 3rd sector organisation can contribute.

What this means for the early help workforce

- This means commitment across organisations to a new kind of workforce that is 'whole family' and early help focused. This will require us to break down actual and perceived barriers to effective working between professionals providing services.
- For staff working in these services and for new services that are commissioned we expect:-
 1. Sharing data, e.g. families needing help and support are more 'visible' to other services and not 'hidden' until a crisis happens.
 2. Workforce development – helping staff to reassess what they do and do more of what families need earlier on.
 3. The use of a common vision and language about early help.
 4. Different services and teams will work better together, holding risks appropriately and delivering the common aims of the Early Help Strategy.
 5. Skills and knowledge to be stretched and developed to meet family's needs.
 6. Services designed for adults who are parents, to take a whole family approach.



4. PRIORITIES FOR ACTION

The implementation plan for this Strategy will be developed in early 2014. It will focus on the 4 key themes of our vision.



- 1) How we structure our services (Smarter).
- 2) Making sure that the right help is available at the right time for families (Sooner).
- 3) Promote and develop families that protect children from harm (Safer).
- 4) Knowing we are making the right impact (Stronger).

The next few pages of this document lay out the high level themes that will be expanded on in the implementation plan.

1. SMARTER

How we structure and build services



What we need to do to be smarter

- 1) **We need to have effective governance and accountability for delivering this Action Plan.**
 - We will develop the Think Family governance structure and the accountabilities of the West Sussex Local Safeguarding Childrens Board so that there is strong guidance, direction and scrutiny of the delivery of this Action Plan.
 - The Governance structure will include local geographically based delivery groups (Appendix B).
- 2) **We will create a co-ordinated and integrated approach to commissioning services.**
 - Agencies across West Sussex will co-ordinate the commissioning of Early Help Services by:-
 - Agreeing shared commissioning standards.
 - Embedding Early Help outcomes in relevant service specifications.
 - Putting the voice of families, children and young people at the heart of our commissioning approach.
 - Maximising the opportunity to save money by forging new alliances with commissioners and service providers from all sectors.

We will value partnership working

- To align and design services that offer effective and 'visible' Early Help services and support across relevant organisations we will:-



- Continue to work together and build trust and partnership working such as between local authorities, public health, NHS, police, CCG's (clinical commissioning groups), schools and local communities.
- Develop a 'family focused' approach across different organisations and agencies that is assertive and 'child centred'.
- Maximise opportunities to share data and IT that means that, irrespective of which organisation they are in contact with families that need early help are 'visible' across services.
- Focus on Early Help and stretching the boundaries of our traditional responsibility.
- Focus on early identification of families in need of Early Help.
- Build and support organisational capacity to confidently and appropriately manage risk.

3) Workforce - Early Help skills development

- Prioritise and focus on supporting our workforce so that they have a shared understanding of what Early Help Means and the implications for their role.
- We will deliver a programme of skills development and training across the early help workforce regarding early intervention practice that:-
 - Encourages and promotes robust, supportive management capacity and networks that enable staff from across different agencies to confidently manage anxiety.
 - Embeds the Signs of Safety approach across the whole system, supporting a consistent approach in our conversation and engagement with families.
 - Ensures that thresholds relating to risk are clearly communicated and understood between professionals so that families can move between early help and specialist statutory intervention at the right time.
 - Continues to evaluate the impact of Think Family Keyworker services and join them more effectively with existing services.

"Mother says she is feeling stronger a little bit day by day. She feels good about her decision and says that her son will make friends and feel more settled as soon as he is in school".

**This family from West Sussex were supported in moving away from domestic violence.*

2. SOONER

Making sure that the right help is available at the right time for families



Making sure support at the right time is available to the right people in the right place is the key to the success of Early Help.

What we need to do to provide help earlier

1) Evidence and needs

- Improve our knowledge and understanding of the data and information so that we can: -
 - Target resources at those most in need of extra help.
 - Locate families who need help who do not necessarily identify themselves.
 - Build on the opportunity to understand the breadth of support families who need Early Help may require in order to move forward successfully: e.g. public health and emotional wellbeing data.

2) Early Help culture

- Develop a culture of taking responsibility for helping early where we can:-
 - Promote and encourage early intervention signposting and co-ordination within local communities to improve families awareness of services available
 - Agree thresholds across the spectrum of intervention so that partners understand and have confidence in working with families and appropriately manage risk
 - Make it easier for professionals to assertively and proactively offer Early Help service to the families they are working with.
 - Understand the impact that life events can have on families and where possible, intervene before it occurs e.g. not waiting for a family to become homeless.

3. SAFER

Promote and develop families that protect children from harm



Confident and positive parenting, resilient families and secure attachments are amongst the most powerful protective factors for children and young people. Where these things happen in families the likelihood of children developing significant problems in later life is reduced.

1) Attachment

We want children, young people and families to be able to access early and effective support that helps children develop secure attachments and helps parents repair disrupted attachments. Where that's not possible, we will intervene quickly and effectively to minimise harm to the child.

There will be a focus on strengthening the role of parents. We will:-

- Develop and implement a strategic approach to parenting support across the county.
- Help develop stronger, safer parenting particularly:-
 - amongst vulnerable groups such as very young parents.
 - at key times of disruption such as parents of children with problems at school.
 - at significant 'life' events or circumstances such as a family with a child with a disability who may be struggling.
- Help children at the outset of their life, develop secure attachments, particularly vulnerable parents with young children.

'Children's attainment, wellbeing, happiness and resilience are profoundly affected by the quality of the guidance, love and care they receive during the first years of their lives.'

Dame Clare Tickell

2) Safeguarding

We will not compromise our safeguarding responsibilities; however through a shared early help approach, we will:

- Build a 'safe culture' which means resilient agencies and professionals who are aware of their safeguarding and child protection responsibilities.
- Actively work with partners to generate shared understanding what 'safe' looks like.
- Develop operational partnership approaches where risk is actively shared and understood.

4. STRONGER

Knowing we are making a difference



What will be stronger

We will agree with partners a set of clear indicators for measuring the difference this Action Plan makes. Further work is required to ensure we are measuring the things that really count and not just those things for which data is available.

We will have a set of indicators that will include system wide, organisational and local measures. Broadly speaking those indicators fall into one of the four categories listed below and a number of targets and measures will be used to ensure we deliver these 'big outcomes'.

System wide outcomes (big outcomes)

1. Children will have a better start in life.
2. Children will be ready for school.
3. Young People will be ready for the transition to adulthood and work.
4. Keeping families together.

In order to achieve the above outcomes, we will focus on the following targets.

1. What will reduce

- a) Demand on intensive and 'crisis' services such as taking children into care.
- b) Families moving into crisis when it could have been averted through earlier support, such as emergency housing, unmet needs for adolescent mental health support.
- c) Barriers for families with emerging problems so they are no longer 'hidden'.
- d) 'Inputs' in to families that have no purpose for them.
- e) Unnecessary expenditure on uncoordinated or inefficient early help services.
- f) The intergenerational negative patterns of behaviour that children inherit and go on to mirror and repeat in their own lives e.g. anti-social behaviour, truancy and exclusion from school, worklessness.
- g) Families who fall through the gaps between services e.g. if they do not meet 'criteria' or 'thresholds' for help.

2. What will increase

- a) The number of families who can cope independently with adversity and challenge.
- b) The number of vulnerable families who are contributing to the West Sussex economy.
- c) The engagement and capacity of communities so they can solve their own local problems.
- d) Parents, Young People and children engaged and enabled to have a voice as fully as possible in all aspects of their lives.
- e) Effective partnership working and multi-agency approaches to information sharing and professional practice.

3. The cost of Early Help

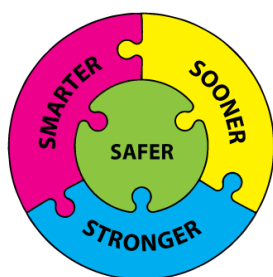
Fundamental to achieve our commissioning aims and delivering the Action Plan outcomes will be an understanding of the social and economic impact of what we currently do and intend to do. We will:-

- a) Map, understand and evaluate the resources currently available for Early Help including budget and staff.
- b) Evaluate the impact of current services.
- c) Understand the value that services deliver and how we can get more value from them.
- d) Have a way of predicting where efficiencies can be delivered showing where and how cost saving can be achieved.

5. NEXT STEPS

This Action Plan has set out an ambitious plan for transforming services for families so that help is offered at the earliest opportunity. However, this Action Plan is the start of a journey. There are many challenges we need to face up to and a host of tasks that now need to take place. This will be focused on the four themes of safer, sooner, stronger, smarter.

The bullet points below set out the proposed activities over the next six months to implement this Action Plan.



January 2014

- Build a common vision for early help and gain the collaboration of the partners required.
- Release resources to lead the Action Plan implementation team.
- Create an effective multi-agency governance model to take this Action Plan forward.
- Develop and robust economic understanding of Early Help and articulate the business case for Early Help in West Sussex.
- Recognise what's working well and pilot projects that build on this and 'test out' the Action Plan.
- Benchmarking nationally and exploring good practice examples.
- Define broad proposals for phased development of Early Help.
- Develop base line measure and a broader needs analysis.
- Have a universally understood 'Continuum of need' for families with children aged 0-19, and up to 21years for families with a disabled child.
- Align this Action Plan with other strategies across the county so that planning and delivery is joined up e.g. localities and county wide.
- Explore how to develop whole system service specifications and common commissioning standards for Early Help.
- Identify 'pilots projects' in West Sussex and learn from them.

April 2014

- Action Plan publically launched – with 'family friendly' versions of the strategy, and what it means for families.
- Exploring the financial and structural implications – phased and piloted approaches where there will be the most significant impact.
- Governance structure and programme team in place with detailed implementation plan for 2014 – 2017 based on:
 - Financial modelling and review of Early Help.
 - Comprehensive data and evidenced needs analysis
- Engagement activities with stakeholders including families to develop more detailed actions plans and co-design.
- Encourage and facilitate partnership working to build a greater understanding of problems that families experience; and from this

understanding, develop an integrated approach to helping them improve their future opportunities.

- Exploring the financial and structural implications – phased and piloted approaches where there will be the most significant impact.
- Build on joint frameworks that promote better information sharing, both for agencies and for families.
- Understand Early Help pathways and journeys.
- Exploring issues such as:
 - Joint locations for transforming CAF into Early Help plans.
 - Joint training and development including the voluntary sector and the community.
 - Demand reduction; preventing families requiring statutory specialist intervention through effective Early Help or supporting de-escalation from higher tiers of need.

APPENDIX A - NEEDS ANALYSIS

Through analysis of local data and information, for example from the Joint Strategic Needs Assessment, 'Tackling child poverty', West Sussex Annual Public Health Report 2011 and other population and performance data, we will understand what the evidence is telling us about the priorities for investment and outcomes for early help.

The evidence shows that a number of groups, locations and characteristics of families, children and young people are more at risk than others and therefore in need of early help, including:

- **Vulnerable groups such as:**
 - Families living in areas of higher relative poverty
 - *[reducing child poverty]*
 - *[reduce number of children requiring intervention from statutory services]*
 - *[reduction in number of children dealing with issues related to obesity who are receiving early help]*
 - *[Increasing the proportion of pupils achieving five or more GCSE grade A* – C, including English and mathematics, who are in receipt of free school meals]*
 - *[reducing persistent absence from school for children living in families with multiple problems, who are receiving our help]*
- **Homeless families such as those who are intentionally homeless**
 - Families who are impacted by domestic abuse
 - *[reducing the impact of domestic abuse on children and young people]*
- **Parents with multiple children subject to care proceedings**
 - *[Preventing children becoming looked after]*
- **'NEETS' – those young people Not in Education, Employment or Training**
 - *[improved engagement in education, work and training and increasing % thereof]*
- **Young people who are at higher risk of teenage pregnancy**
 - *[reducing the rate of teenage conceptions among girls particularly in some areas]*
- **Parents and parents-to-be, who have complex issues such as (but not limited to):**
 - mental health problems
 - substance misuse issues
 - disability or accessibility issues affecting their parenting
 - *[a reduction in number of 'troubled families']*
- **Parents with a child or young person that is considered 'under the criteria' for specialist help but have**
 - a disability that may need help with the impact on the family
 - emerging mental health problems
 - emerging behaviour issues
- **Young people**
 - leaving care who are at risk of becoming parents and not being able to care for children effectively
 - for those supporting them in finding opportunities, early help is important (for the young people to achieve their full potential and integrate within society such as employment, training and education)
 - increasing % of children in care achieving five or more GCSEs grade A* - C including English and mathematics

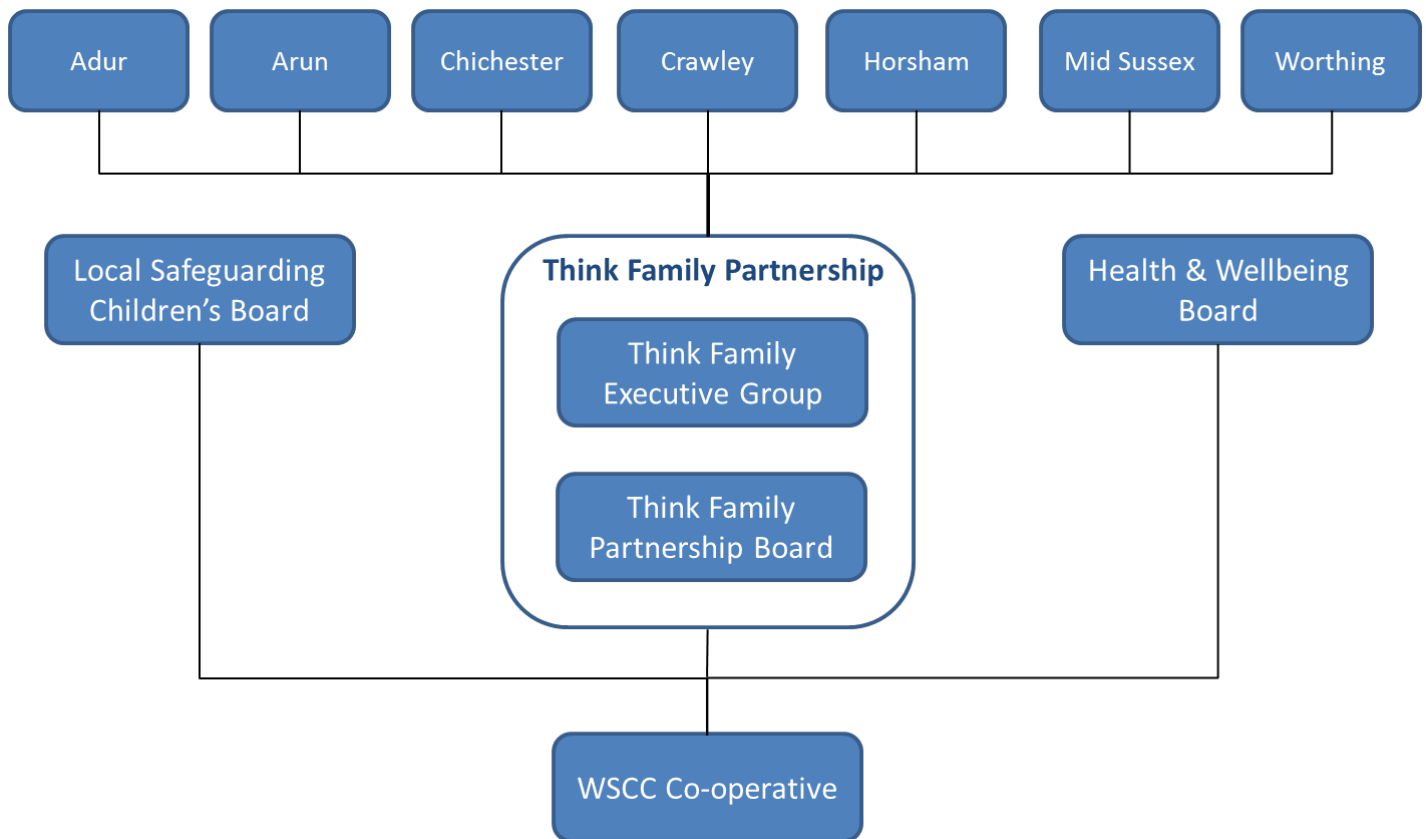
- **Families of offenders**
- **Parents, especially mothers, who have had children removed**
 - Female offenders
 - Women who have their 2nd and 3rd babies taken into care

Some examples of what we are concerned about:

- The availability of support services for families where English is not their first language
- Availability of help for children developing early behaviour problems, but under current thresholds
- Challenges for families around the use of translators and interpreters supporting family work
- Access to specialist therapeutic support
- Improved engagement with communities and families from ethnic and cultural backgrounds
- Young carers and children with parents facing accessibility or mental health issues
- 'Hidden need' – families who need early help, but who do are not identified through normal channels
- Other safeguarding issues such as internet safety

B. GOVERNANCE STRUCTURE

The following illustration is a potential governance model showing that locally based boards will inform and deliver the Early Help Action Plan.



C. REFERENCES

Consultation summary – link to report

Other references

- Action for Children – As long as it takes
- National policy and context – link to summary
- Benchmarking summary
- Needs analysis
- West Sussex Continuum of need -
http://www.westsussex.gov.uk/living/social_care/children/west_sussex_childrens_trust/integrated_tools.aspx



Our Place!



Contents

The Our Place! Approach	2
Tackling local issues	4
More powerful communities	6
Better services	9
Neighbourhood spend	11
What next?	13





“ Communities are in the best place to know what is needed in their neighbourhood. With small amounts of support they are able to do incredible things. A year ago I challenged twelve neighbourhoods to go ‘far and fast’ - to take control of their neighbourhoods and make the changes they wanted to see. This prospectus shows that they have not let me down - I invite you to read their stories and follow in their footsteps.”

Rt Hon Eric Pickles MP
Secretary of State for Communities and Local Government

“ I have seen for myself what working at a neighbourhood level can achieve – there is a huge community appetite for getting involved, and innovative solutions are created when the community works with the public sector, voluntary organisations and business to tackle local issues. This is the way forward and I would encourage all neighbourhoods to take control of their areas and improve the lives of their local people.”

Rt Hon Don Foster MP
Parliamentary Under Secretary of State
- Communities and Local Government

“ The government has recognised that joining up local services to remove duplication and prevent problems before they happen is a vital reform. Neighbourhood community budgets are an important part of that and give councils, their partners and councillors the opportunity to build on work already under way in many areas to put neighbourhoods more in the driving seat. I would encourage all councils to look seriously at what neighbourhood community budgets could offer and if you are not already doing so, consider promoting this approach in your areas.”

Councillor Sir Merrick Cockell
Chairman of the Local Government Association (LGA)

The Our Place! approach creates... ...more powerful communities

86%

of people surveyed in Poplar agreed that citizens should 'do their bit' to improve the area; 31% expressed an interest in volunteering

Based on a survey of 1,170 people conducted by a locally commissioned community engagement specialist, summer 2012



One Ilfracombe will manage a **£1m** devolved budget, alongside a **£400k** aligned budget, to provide place-based services

...better, more efficient services



Police officers and the community in Balsall Heath are developing fortnightly street patrols with residents, and priority policing actions, to reduce crime and anti-social behaviour. Balsall Heath's analysis shows that at a cost of £35,000 per year, over five years, **potential benefits of over £500,000 could be produced.**



Poplar aim to save the NHS a potential £4m over 5 years by investing £1m in promoting healthy lifestyles and improving treatment of those at risk of diabetes, including through the use of health volunteers.

...and stretches neighbourhood spend



Team White City aim to recruit **20 Parent Mentors**, who could support up to **350 families** over a 5 year period.



In Haverhill businesses are offering to provide more apprenticeships, traineeships, work experience, careers advice and information on job vacancies to help people get a foot on the jobs ladder.

Our Place!



The **Our Place!** programme (formerly “Neighbourhood Community Budgets”) gives communities and neighbourhoods the opportunity to take control and tackle local issues - whether they are parents who are worried their kids don’t have enough to do, businesses who are struggling to find local staff with the right skills, public servants who need to make their resources stretch

further, or simply people who want to help make their neighbourhood a better place to live.

themselves, to revolutionise the way a
neighbourhood works.

Using the [Our Place!](#) approach means putting the community at the heart of decision making and bringing together the right people - councillors, public servants, businesses, voluntary and community organisations, and the community

What we have achieved in Shard End is part of a radical ambition to develop a neighbourhood community budgeting approach across all of Birmingham. I am convinced that public services need to work together at a neighbourhood level - only through this realignment of public spending at a local level will we create a more efficient public sector as a whole.

Councillor John Cotton
Cabinet member, Social Cohesion and Equalities
Birmingham City Council

We were fed up of thinking of ourselves as victims and holding out the begging bowl – so we decided to manage our town for ourselves

Councillor Ron Ley Ilfracombe
Town Council

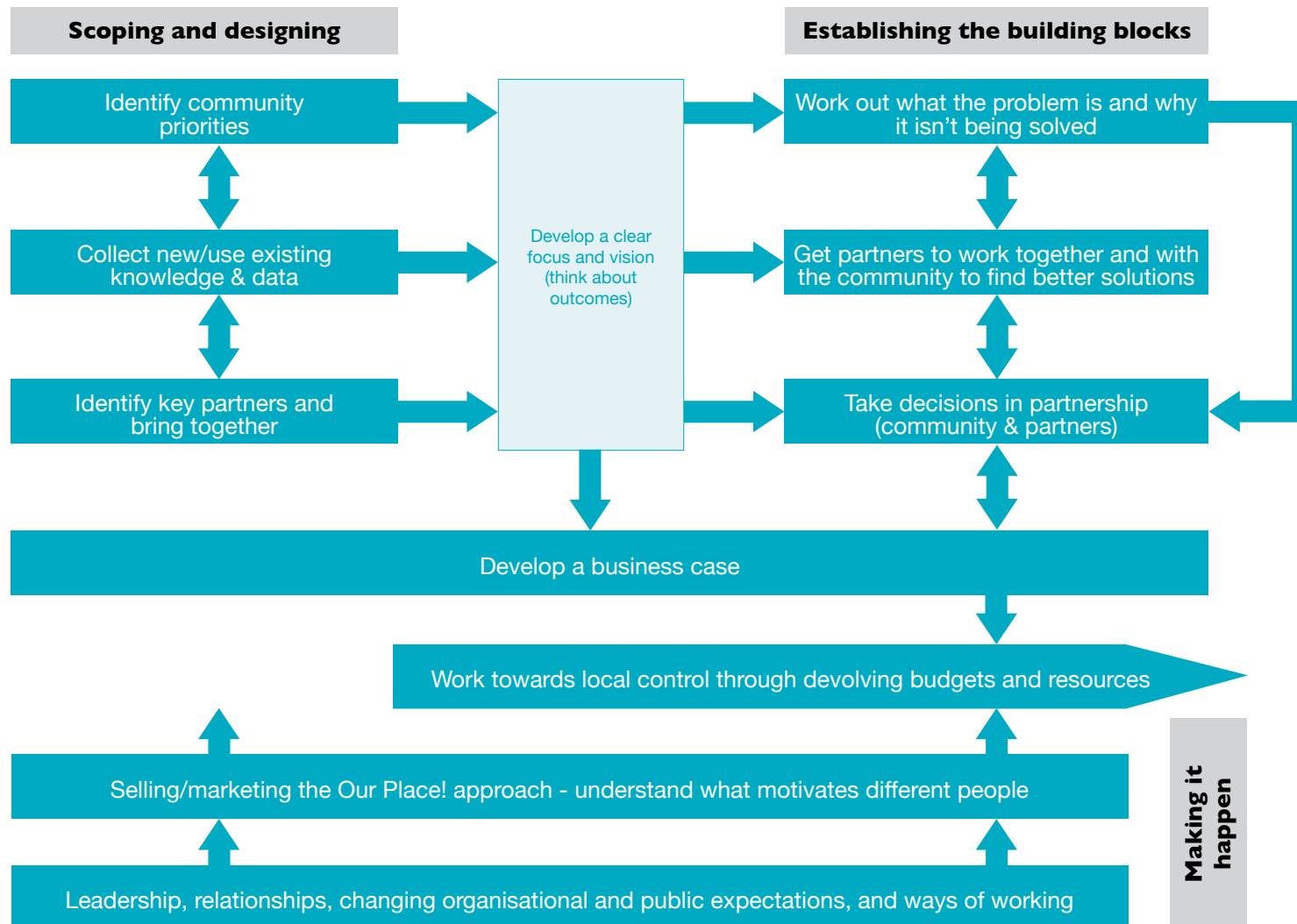
By bringing business, community and voluntary organisations and the public sector together we are making real progress on what's needed for our town.

Sarah Howard,
Vice Chair, One Haverhill
Suffolk Chamber of Commerce

We wanted to make sure that elderly and vulnerable people were looked out for – what happens to them if there's bad weather? Who collects their prescriptions, or bread and milk? Through our Neighbourhood Community Budget we are aiming to create a support network of volunteers.

Sheila Griffin
Community Representative
Norbiton

Our Place! approach to tackling local issues





© Crown copyright and database right 2012
Ordnance Survey 100018986 2012

Data Sources

Local Authorities

WHAT'S HAPPENED SO FAR?

Over the last year, as one element of the Government's public service reform agenda, twelve neighbourhoods developed [Our Place!](#) areas. Across England in small rural towns, inner-city neighbourhoods, metropolitan suburbs, housing estates and small towns on the edge of conurbations, communities have been at the heart of decision-making about their neighbourhoods.

The twelve pilots took very different approaches, but local authorities, town councils, police, NHS, housing associations, neighbourhood forums, voluntary and community groups, the business sector and residents worked together to tackle the issues which mattered most to local people.

Leaders from across the pilots are convinced that such a radically different way of designing and delivering services is not only a better approach, but is necessary to maintain quality of life for their communities, as budgets are reduced. We want to build on the momentum created by the twelve pilots and through the [Our Place!](#) programme encourage more neighbourhoods to work in this way.

Their stories are the best way of showing you why. We hope that by reading them you are encouraged to have a go yourselves, and see what you and your communities can achieve.

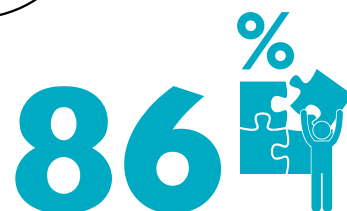
The Our Place! approach creates ...more powerful communities

COMMUNITIES WANT TO BE INVOLVED IN THEIR NEIGHBOURHOODS.

Across the 12 pilots, communities have demonstrated their willingness and ability to work with the public, private and voluntary sectors to transform services - tailoring them for their neighbourhoods and improving the life chances of local people.

Using the **Our Place!** approach provides a range of ways for the community to do more in their area - the more people are involved the more they are able to take ownership and responsibility for what's happening.

Would you like to do more
to help your communities get
involved, take control
and be responsible?



of 1170 people surveyed in Poplar agreed that citizens should 'do their bit' and over 100 people have already said they want to volunteer.

Based on a survey of 1,170 people conducted by a locally commissioned community engagement specialist, summer 2012.



of 486 people in White City said they wanted to be involved to 'some or a great extent'

Based on a survey of 486 people conducted by volunteer Community Champions in White City, summer 2012.

COMMUNITIES HAVE IDENTIFIED LOCAL PRIORITIES...

Pilot neighbourhood	Agreed local priorities
Ilfracombe (Devon)	Health & wellbeing, economic growth & skills, "Pride in our Town"
White City (Hammersmith and Fulham)	Decentralising services, employment & skills, children, young people and families, crime, health & well being
Haverhill (Suffolk)	Youth services, employment and public realm
Sherwood (Tunbridge Wells)	Building personal and community resilience
Castle Vale (Birmingham)	Health & wellbeing
Balsall Heath (Birmingham)	Clean, green & safe public realm, and reducing Anti Social Behaviour
Shard End (Birmingham)	Arts & culture, education, employment & enterprise, "Health Village"
Poplar (Tower Hamlets)	Health
Norbiton (Kingston-upon-Thames)	Young unemployed people, community wellbeing, community engagement
Queen's Park (Westminster)	Early years wellbeing
Little Horton (Bradford)	Young people - services & employment
Kenton (Newcastle)	Jobs, health, young people, environment, crime & community safety

...AND ARE DIRECTING 'SPEND' IN THEIR AREA.

One Ilfracombe will manage a **£1m** devolved budget, alongside a **£400k** aligned budget, to provide place-based services.



One Haverhill is influencing an aligned spend of over **£450,000**, including to get more young people into work in local businesses, and improve the appearance of the town.

The Sherwood Neighbourhood Forum has a devolved budget of **£100,000** and the Kenton Community First Panel a budget of **£75,000** to commission local services to meet the needs of their communities.



COUNCILLORS ARE LEADING THE WAY ON ENGAGING COMMUNITIES.

Councillors with their local knowledge and proximity to communities have a key leadership role. Using the [Our Place!](#) approach can invigorate their role at all levels.

Over the last 12 months ward councillors have worked with residents and service providers – supporting them to design services, and tailoring them to the needs of their neighbourhood, for example addressing youth employment in Norbiton. Community-led ward forums, with ward councillors as key participants, are taking decisions on local priorities in Newcastle and have a small pooled budget to commission services using a variety of participatory budgeting approaches.

Cabinet members have championed a neighbourhood approach to service delivery. In Birmingham and Hammersmith and Fulham they are ensuring local authority processes and procedures, such as contract terms, support this approach.

Ilfracombe Town Council has taken on a new role as the community engagement body for the town.

Eighteen councillors, supported by two community engagement workers, are ensuring that the wider views of the community influence decisions about management of the town.

I am convinced that taking a community-led neighbourhood approach to tackling issues in White City is the way forward, and we are already making good progress.

Councillor Marcus Ginn
Cabinet Member, Community Care
Hammersmith and Fulham Council

Our Neighbourhood Community Budget is a first step towards a more collaborative approach to tackling some of the issues faced here in Queen's Park

Angela Singhate
Chair, Queen's Park Shadow Community Council


DEMOCRATIC ENGAGEMENT IS INCREASING

The 12 pilots are using a variety of ways to increase democratic engagement. Residents in Queen's Park

have established a new parish council - the first in London since the sixties, and the community in Shard End, with the support of the city council, is looking to do the same in Birmingham.


Norbiton and White City are developing innovative e-democracy tools to engage more residents in local decision making on spending and service delivery. White City is developing a Team White City website to help residents remodel public services around their needs and requirements. Alongside this their YouGov Virtual Panel will make it far easier for residents to influence local decision making. Norbiton are setting up an online e-democracy forum, to help people better connect with their neighbours, share information, stimulate local debate and influence the agenda for the neighbourhood.

In Kenton, Newcastle, a panel of local activists are helping to increase participation by leading a 'Small Sparks' programme to help local people and groups organise grass root community projects and are developing 'Udecide', a participatory budgeting project.



Would you like services that: are tailored to the community; are efficiently managed; reach those who are hard to help; and encourage people and organisations to work together?

One Ilfracombe will invest in activities to target the use of illegal tobacco and getting young people into work. Their figures show they aim **to produce savings to the public purse of £239,000, and further economic benefits.**



Our cost benefit analysis shows the benefit of this way of working. We are looking forward to working with Tower Hamlets Council and our Clinical Commissioning Group to make this happen on the ground, and deliver better quality of life for residents and savings to the public purse.

Sarah Castro
Programme Manager, Poplar Harca

The Our Place! approach... generates better services

The **Our Place!** approach puts communities at the heart of decision-making and can result in better services. If communities are given more of a say in how budgets are spent and services delivered in their area, their local knowledge can reduce waste and duplication. By tailoring services appropriately public sector investment can be used more effectively on local priorities.

COMMUNITIES ARE TAKING CONTROL OF SERVICES AND ASSETS TO REDUCE WASTE...

One Ilfracombe is taking on management of parks and grounds maintenance, litter collection, street lighting, car parks, public toilets, and eventually the harbour, to get rid of the current waste and bureaucracy created, for example, by different councils managing grass-cutting, grounds maintenance and weed-spraying. Bradford Trident is taking on management of Parkside Youth Centre, and with young people in the neighbourhood is developing a range of services and activities including a sports leadership course, a play pod for

community groups and uniformed youth provision (Scouts and Brownies).

...TAILORING SERVICES TO THE NEEDS OF THE NEIGHBOURHOOD...

Obesity is a key health issue for the Castle Vale estate. The resident-led Castle Vale Leisure Trust has secured the asset transfer of a community football stadium from Birmingham City Council to run more sports clubs for young people, older people and people with disabilities. They will also work with local schools and shops to promote healthy eating. The aim is to get 30% more people being active and 20% more people eating healthily by 2020.

...AND GENERATING SAVINGS.

Poplar aim to save the NHS a potential £4m over 5 years by investing £1m in promoting healthy lifestyles and improving treatment of those at risk of diabetes, including through the use of health volunteers.

In Haverhill £1m invested in a youth intervention programme could, in the long term, bring a £3m return.

As residents we feel passionately that local people should be listened to and have more control over how services are designed and delivered.

Queen's Park residents

As residents we feel passionately that local people should be listened to and have more control over how services are designed and delivered.

Queen's Park residents



Communities can help reach and influence hard to help groups. Sometimes public services just don't make contact with the people who need help the most – or not at a time when it would have the most benefit. Residents in White City are setting up a Parent Mentor Network of trained volunteers from the community who, through word of mouth, will be able to mentor, coach and befriend families who would not usually access statutory support. For some families this support could mean better use of preventative services; for others it may negate the need for statutory services altogether. The aim is to recruit 20 volunteer mentors. Over a five year period they estimate up to 350 parents could be supported.

PUBLIC SERVICE PROVIDERS
WORKING BETTER TOGETHER...

Designing services at a neighbourhood level means public service providers have to work differently...

...WITH EACH OTHER...

The Sherwood Family Partnership is a newly

established multi-agency team (public and voluntary sector) operating out of a decommissioned flat on the Sherwood estate. The team provides bespoke support to 'just coping' families to prevent problems escalating, and will link families to wider community and voluntary sector services for longer-term support.

...WITH THE COMMUNITY

The Town Team in Ilfracombe will include officers from police, fire and rescue, and the local authorities (such as civil enforcement, anti social behaviour, waste and refuse), together with staff and councillors from Ilfracombe Town Council, voluntary groups, volunteers and local businesses to create a dedicated group tackling Ilfracombe's day to day issues.

...AND WITH BUSINESS

The One Haverhill partnership is fundamentally re-engineering services targeted at young people to provide a joined-up skills/work offer for young residents in the town. This will ensure that Further

Education training is geared to local business needs and more local businesses provide apprenticeship and work experience opportunities.



In Balsall Heath, Housing Associations officers and Police officers have established a new Neighbourhood Team, which works with the Neighbourhood

Wardens and the community to improve the physical appearance of the neighbourhood and reduce anti-social behaviour.

Our new Sherwood Family Partnership provides discrete interventions to the families who need it. It is a completely different way of operating and all our partners are fully behind the changes.

Nazeya Hussain
Head of Policy and Partnerships,
Tunbridge Wells Borough Council

Our new Sherwood Family Partnership provides discrete interventions to the families who need it. It is a completely different way of operating and all our partners are fully behind the changes.

Nazeya Hussain
Head of Policy and Partnerships,
Tunbridge Wells Borough Council



In Poplar 50 Health Champions will recruit local people to become Health Trainers - working 3 ½ hours a week to support people with long-term conditions like diabetes

The Our Place! approach... stretches neighbourhood spend

Using the **Our Place!** approach communities have been able to harness additional resources to tackle local issues more effectively with less.

Already, **volunteering** has resulted in:

local people coming forward to work alongside statutory services to look after and support more vulnerable people. For example, Norbiton residents will extend their already successful Neighbourhood Watch scheme of around 300 households, to become a community network of support for elderly and vulnerable people, for example, by ensuring prescriptions and shopping are collected and delivered in bad weather.

free professional support for community

organisations: One Ilfracombe, the not-for-profit company set up to commission, manage and deliver Ilfracombe's services and assets, has recruited through an open competition six independent directors, to ensure the company has the right skills set. Their board now includes a former regional director of the Homes and Communities Agency, a

business psychology consultant, an international oil industry expert, a registrar in obstetrics, a GP and a Chartered Accountant.

As coordinator of our Neighbourhood Watch Plus scheme, I'm already building links with other residents living in my local area. In the longer term we are aiming for the scheme to do more to help our elderly neighbours.

Elaine Kennedy
Norbiton resident

I was looking for a way to contribute more to Ilfracombe and am delighted I was successful in becoming a director of One Ilfracombe.

Dr Greg Pearson
Independent Director, One Ilfracombe



Businesses are coming forward with 'in-kind' support to tackle youth unemployment: One Haverhill has appointed a Youth Skills Manager, using funding provided by the Department of Work and Pensions, to work with business and young people to ensure local people develop the skills and qualifications they need to get jobs locally. By working with local business they will be able to offer more apprenticeships, traineeships, work experience, careers advice and information on job vacancies; helping people get a foot on the jobs ladder and increasing young people's aspirations.

The private sector led and financed Team White City Business Partnership will build a network of local and pan-London businesses to provide mentoring and coaching for White City residents wishing to set up their own businesses, and job opportunities and work experience for those seeking employment.

New community-led social enterprises are meeting local needs and providing jobs for local people.

White City Enterprise, a social enterprise, is being created by the community as a delivery agent for local projects and services, primarily aimed at improving health, social well-being, skills and education - for example, they may deliver a local handyman service for their estate. Their model will offer a range of opportunities for tailored, individual development to enable local people to participate in whatever way best suits them - volunteering, work experience or full employment.

The Sherwood Forum is making links with the growing number of emerging social enterprises on their estate to help local people get back to work.

We know we can deliver better services, which meet the needs of our neighbourhood, are more responsive and cheaper. We just need the opportunity.

Giles Piercy
Chair, White City Enterprise



Local businesses are keen to support local people into jobs by providing work experience and apprenticeships.

Sarah Howard,
Vice Chair, One Haverhill
Suffolk Chamber of Commerce

What next?

We want to build a movement of people taking a neighbourhood approach to tackling the issues which matter to them.

WHAT ISSUES DO YOU WANT TO TACKLE?

Working with the community at a neighbourhood level might be a new approach or might build on something you are already doing. We acknowledge there will be challenges, and that is why through **'Our Place!'** we will be making support available -



advice, guidance and some grant funding - to communities, local authorities and other public sector providers to get people started on their journey.

For more information visit mycommunityrights.org or send an email to ourplace@communities.gsi.gov.uk and we will be in touch.

You can find out more about public service transformation, at <http://www.communitybudgets.org.uk>

This is not a choice, it is an absolutely essential approach for 'bottom-up' and budgeting 'from the middle' – adapting how things are currently done – with a rigorous and challenging analysis of what makes services effective.

Councillor Tony Kennedy
Birmingham City Council

What we have managed to achieve in Ilfracombe in a year is incredible. We are so confident that is the way forward we are already working with Tavistock, Cullompton and Totnes to devolve management of services to these towns.

Phil Norrey
Chief Executive, Devon County Council



Department for
Communities and
Local Government



Being a pilot has completely changed our relationship with communities in Birmingham. This localist approach is the key to maintaining quality life for our residents within the context of reduced resources.

Councillor John Cotton
Cabinet member, Social Cohesion and Equalities
Birmingham City Council

Developing Our Place! in White City has resulted in a much better understanding of the needs and aspirations of residents in the area. I am confident that the programmes Team White City are implementing will improve services and enhance the quality of life for White City residents. We are now looking at developing similar neighbourhood-level programmes in other areas of the borough, to redesign services that better meet the needs of local people at reduced cost to the public purse.

Derek Myers
Chief Executive, Hammersmith and Fulham Council

Local Government Association

Local Government House
Smith Square
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email info@local.gov.uk

www.local.gov.uk

© Local Government Association, July 2013

For a copy in Braille, larger print or audio,
please contact us on 020 7664 3000.
We consider requests on an individual basis.

Declaration of intent of the English Channel Local and Regional Government Organisations on Shipping Incidents and Maritime Pollution

Report by the acting Executive Head of Technical Services

1.0 Summary

- 1.1 It is usually local authorities at all levels that find themselves in the front-line when a shipping incident resulting in marine pollution occurs. This was the case for the Joint Councils with the Ice Prince incident in 2009. The role of local authorities are not well known or appropriately acknowledged yet considerable time and effort is devoted to assisting with the shoreline clean-up such as we had with the timber from the Ice Prince. Although in this case the cost of the clearance was met by the Insurance Club in many cases it isn't so clear cut and much of the cost befalls Local Government and its tax payers. This report recommends agreement to a Cross Channel Declaration with partners on the English and French coasts to act together to press for change in policy and legislation to safeguard this precious asset, the coast and protect communities.

2.0 Background

- 2.1 Following the marine pollution incidents involving The Napoli (Dorset) and The Ice Prince a comprehensive review of local government responsibilities and liabilities was commissioned by the Local Government Association Coastal Special Interest Group (LGA SIG). The work was funded by direct contribution which Councils around the cost made including ours. The report made 29 recommendations aimed at improving local government's preparedness and response to incidents and to reducing its liabilities.
- 2.2 In discussion with representatives of the French local authorities it became apparent that there were common concerns about the liabilities in the event of an incident. The opportunity to act at a National, European level was taken as it was considered that by acting together at this level would only make the final outcome stronger.
- 2.3 Two years ago your Principal Engineer presented on behalf of the LGA SIG at a conference in Fecamp, France which culminated in the French Regional Government and local authorities signing a declaration which set out the issues of concern and a broad approach to dealing with them.

3.0 Proposals

- 3.1 The Fecamp declaration has since been developed through an EU Funded project called CAMIS with Officers from both sides of the Channel which together with the

LGA SIG has recommended for agreement/adoption by all the Councils on each side of the Channel the attached declaration to act together.

4.0 Legal

- 4.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 4.2 Alternatively s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 4.3 S1 Local Government (Contracts) Act 1997 allows the Council to enter into a contract in relation to any of its functions

5.0 Financial implications

- 5.1 There are no financial costs over and above those already in place from memberships of the LGA SIG which is attended by a single officer advising 2 Members.
- 5.2 Considerable savings could be achieved if the declaration is successful and we can illicit change and minimise the risk of threat from future shipping incidents. The value of these savings is as you would expect impossible to estimate but could be significant.

6.0 Recommendation

- 6.1 Members are asked to endorse the Chief Executive or his delegated Officer to sign the Declaration of the intent of the English Channel Local and Regional Government Organisations on Shipping Incidents and Maritime Pollution as attached.

Local Government Act 1972

Background Papers:

Declaration of the intent of the English Channel Local and Regional Government Organisations on Shipping Incidents and Maritime Pollution

Contact Officer:

Bryan Curtis
Principal Engineer
Town Hall, worthing
01903 221372
bryan.curtis@adur-worthing.gov.uk

Schedule of Other Matters

1.0 Council Priority

1.1 This does not form one of the Councils priorities.

2.0 Specific Action Plans

2.1 This does not form part of the Joint Councils specific action plans but is included in the National LGA SIG Action Plans of which the Councils are Members and are active in.

3.0 Sustainability Issues

3.1 The nature of the declaration is aimed at cooperative working which will help us coordinate, support and coordinate measures to promote future safeguarding of our coastal environment.

4.0 Equality Issues

4.1 Matter considered and no issues identified.

5.0 Community Safety Issues (Section 17)

5.1 Matter considered and no issues identified.

6.0 Human Rights Issues

6.1 Matter considered and no issues identified.

7.0 Reputation

7.1 The declaration is likely to improve the reputation of the Council as it builds more partnership and International cooperation.

8.0 Consultations

8.1 No consultation is appropriate for this declaration.

9.0 Risk Assessment

9.1 Past maritime incidents have highlighted the risk and given us a wake-up call with respect to the potential damage that could befall the Councils and the declaration goes some way to reducing those risk in the future.

10.0 Health & Safety Issues

10.1 Matter considered and no issues identified.

11.0 Procurement Strategy

11.1 Not applicable no procurement issues.

12.0 Partnership Working

- 12.1 The declaration promotes partnership working at Local, Regional, National and International levels.

Déclaration d'intention des collectivités littorales de la Manche
sur les risques d'accident et de pollution maritime

Declaration of intent of the English Channel local and regional government organisations
on shipping incidents and maritime pollution

Déclaration d'intention

Reconnaissant l'importance et la valeur de la Manche, de son littoral, son environnement et son économie, les collectivités locales françaises et britanniques ont décidé de faire cette déclaration d'intérêts communs afin de s'assurer que les menaces de pollution causées par des accidents maritimes soient réduites au maximum. Ces collectivités se sont accordées pour agir ensemble en vue d'une amélioration de la compréhension des risques et pour encourager un changement au niveau politique et législatif afin de protéger ce précieux atout que constituent la Manche et ses populations.

Nous déclarons que nous travaillerons conjointement à promouvoir :

1. la défense des intérêts des collectivités locales et des populations qu'elles représentent vis-à-vis des risques de pollution maritime par des activités de lobbying en faveur d'une évolution législative et politique
2. la poursuite d'études sur les risques liés aux activités maritimes dans l'Espace Manche et leurs conséquences en matière de préservation de l'environnement, de développement économique, de prévention et de gestion des pollutions maritimes
3. l'information des élus du littoral de la Manche sur les risques de pollution maritime et les moyens de se préparer dans les meilleures conditions à gérer de tels événements
4. la formation des élus locaux et des personnels concernés
5. une meilleure implication des collectivités locales par les services de l'État (côté français) et des administrations locales (côté anglais) en cas de pollution en s'assurant que des circuits de communication adéquats sont établis et utilisés par les autorités maritimes, nationales et locales
6. une coopération franco-britannique accrue à l'échelle de la Manche en matière de sécurité maritime, la prévention et la gestion des pollutions maritimes
7. toute action contribuant à améliorer la capacité d'intervention coordonnée des collectivités locales et organisations maritimes

Declaration of intent

Recognising the importance and value of the English Channel, its shoreline, environment and economy, French and English local and regional government organisations have agreed to make this declaration of common interest. This Declaration aims to ensure that the threat from pollution as a result of shipping incidents is minimised. These organisations have agreed to act together to achieve changes in the understanding of the problems and to press for change in policy and legislation where this will further safeguard this precious asset and protect communities.

We declare that we will act together by:

- 1. protecting the interests of local authorities and the communities they represent against the risks of maritime pollution through lobbying for changes in legislation and policy*
- 2. continuing research into the risks associated with maritime activities in the Channel area and their impact on the environment, economic development and on the prevention and management of maritime pollution*
- 3. providing information for Channel coastline elected representatives on the risks of maritime pollution and the best methods for preparing for such events*
- 4. undertaking training for elected representatives and relevant personnel*
- 5. delivering a more effective response by State departments (on the French side) and local government (on the English side) if pollution occurs by ensuring that communication channels are reviewed and improved between national maritime and local authorities*
- 6. promoting continued improvement to Franco-British cooperation at the Channel level with regards to maritime safety, prevention and management of maritime pollution*
- 7. undertaking any action which will improve local authorities' and maritime organisations' ability for coordinated intervention*

Les origines de la Déclaration franco-britannique

La Déclaration de Fécamp

Conscients de l'existence d'objectifs communs, les régions Nord - Pas de Calais, Picardie, Haute-Normandie, Basse-Normandie, Bretagne, le Syndicat Mixte de la Côte d'Opale et le Syndicat Mixte de Protection du Littoral Breton Vigipol se sont engagés, en signant la Déclaration de Fécamp, le 28 janvier 2011, à prolonger la coopération qu'ils ont engagée dans le contexte du projet CAMIS (Channel Arc Manche Integrated Strategy - Une stratégie intégrée pour la Manche) sur les questions liées à la sécurité maritime et à la gestion des pollutions maritimes.

Informés de cette démarche française, les collectivités littorales britanniques de la côte Sud de l'Angleterre, réunies au sein de la Local Government Association (LGA), ont décidé de rejoindre leurs homologues français et de soutenir un nouvel effort de coopération concrétisé par cette Déclaration trans-Manche.

Les autorités françaises et britanniques se réjouissent de cette coopération renforcée et de l'opportunité de travailler en partenariat. Cette déclaration confirme et souligne l'opportunité que représentent des actions de coopération et de coordination pour protéger nos populations, nos côtes et nos mers des menaces de pollutions maritimes.

Comparaison des réponses en mer et à terre

Au niveau national, les autorités maritimes françaises et anglaises ont très bien compris leurs intérêts à agir en commun en développant, dès les années 1960, des accords de coopération et des partenariats renforcés en matière de sécurité maritime. Cette reconnaissance de la nécessité de coopérer a conduit au développement de l'une des coopérations maritimes les plus développées et opérationnelles entre deux États. Il n'en est pas de même à terre où les gestions française et anglaise des pollutions maritimes diffèrent en fonction de l'organisation administrative propre de chaque État. Les autorités terrestres, notamment les collectivités locales, ont grand intérêt à connaître le mode de fonctionnement de leurs homologues outre-Manche. Elles tireront bénéfice de la comparaison et de la mise en perspective des systèmes français et britannique en identifiant des objectifs communs, et en échangeant sur les difficultés rencontrées et les solutions apportées par chacun.

Background to the Cross Channel Declaration

The Fécamp Declaration

Having identified a common purpose, the French regions Nord - Pas de Calais, Picardie, Haute-Normandie, Basse-Normandie, Bretagne, the Syndicat Mixte de la Côte d'Opale and Syndicat Mixte de Protection du Littoral Breton Vigipol signed the Fécamp Declaration on 28 January 2011. This extended the cooperation they began in the CAMIS (Channel Arc Manche Integrated Strategy) project on maritime safety and maritime pollution.

Having been made aware of the initiative by French authorities', local authorities on the South coast of England, represented through the Local Government Association's Coastal Special Interest Group, have agreed to join with French colleagues and support a new cooperative effort embodied by this Cross Channel Declaration.

French and English local authorities look forward to this strengthened cooperation and to working with all relevant interests in a sense of partnership. This declaration affirms and promotes the gains to be made by acting in a coordinated and cooperative way to safeguard our communities, coasts and seas from the threats from maritime pollution.

The 'at sea' and shoreline response compared

French and English authorities at a national level have recognised their vital roles in responding to maritime pollution issues in the Channel area since the 1960s and have previously developed cooperation agreements and strengthened partnerships to support these roles. This recognition of the need to cooperate has led to one of the most developed and operational maritime partnerships between two countries in existence today. This success has not yet been replicated for responses to shoreline incidents at a local level. Here the scope and level of responsibility of French and English authorities differs. The authorities, particularly at the local level, would benefit significantly from knowing how their counterparts on the other side of the Channel operate. There would appear to be great value in comparing and contrasting the two systems and identifying common aims, purposes and means of cooperative working.

L'activité maritime dans la Manche et les risques induits

L'activité maritime

La Manche est l'une des principales routes maritimes mondiales qui voit passer près de 20 % du trafic mondial. En 2009, ceci représente environ 126 000 navires supérieurs à 300 TJB (soit 345 par jour) auxquels s'ajoutent de nombreuses liaisons transmanches destinées au transport de marchandises et de passagers (plus de 20 millions de passagers par an) qui traversent la Manche du Nord au Sud, densifiant encore le trafic maritime. L'espace maritime est également utilisé par la pêche (près de 1 500 navires immatriculés en 2008), la plaisance (1,3 millions de bateaux immatriculés), l'extraction de granulats marins et l'installation et l'entretien de câbles sous-marins. L'implantation progressive de parcs éoliens et hydroliens viennent encore davantage saturer l'espace.

En outre, la configuration géographique très resserrée de cette zone à forte densité de trafic en fait un véritable goulet d'étranglement où de multiples flux s'entremêlent et où les conflits d'usage sont nombreux. L'évolution du commerce mondial laisse à penser que cette densification du trafic maritime mondial va se poursuivre dans les années à venir, à la fois en termes de taille et de nombre de navires, tout comme l'exploitation de l'espace maritime par les autres activités.

Par conséquent, si la sécurité maritime est déjà un enjeu essentiel de l'Espace Manche, elle doit conserver une place importante dans l'agenda politique des deux pays, afin de répondre aux défis à venir.

Les risques de pollution maritime en Manche

En matière de sécurité maritime, la Manche constitue donc une zone à haut risque, très spécifique par rapport aux autres façades maritimes européennes et mondiales dont la richesse et de la complexité des aspects à prendre en compte en font un enjeu essentiel, tant pour les autorités françaises et anglaises directement concernées que pour l'Union européenne toute entière. En effet, une part très significative des échanges commerciaux européens transite par la Manche, véritable trait d'union entre l'Atlantique et la mer du Nord. Ainsi, un événement maritime majeur qui perturberait le trafic en Manche impacterait l'économie de l'Union européenne. La spécificité des enjeux liés à la

Shipping activity in the English Channel and the risks involved

Shipping Activity

The Channel is one of the world's main maritime routes, used by almost 20% of its maritime traffic. In 2009, this represented around 126,000 ships over 300 Gross Registered Tonnage (or 345 per day). Cross Channel links transporting goods and passengers (more than 20 million passengers a year) from north to south across the Channel add to the density of shipping traffic. In addition fishery activities (some 1,500 ships registered in 2008), recreational boating (more than 1.3 million boats registered) and the activities of extracting marine aggregates and installing and servicing submarine cables all utilise the maritime space of the Channel. The gradual installation of offshore wind and tidal farms is adding further to the intensity of use.

Furthermore, the tightly hemmed in geographical configuration of this highly congested area creates an undeniable bottleneck, with the passages of multiple vessels jostling for space, resulting in numerous potential conflicts of use. Projected changes to world trade imply that maritime traffic will become heavier (both in tonnage and number of ships) in the years to come, as will utilisation of the maritime space by other activities.

This means that although maritime safety is already a primary concern in the Channel, it must remain high on the agendas of both countries, in order to respond to future changes.

Risks in the Channel

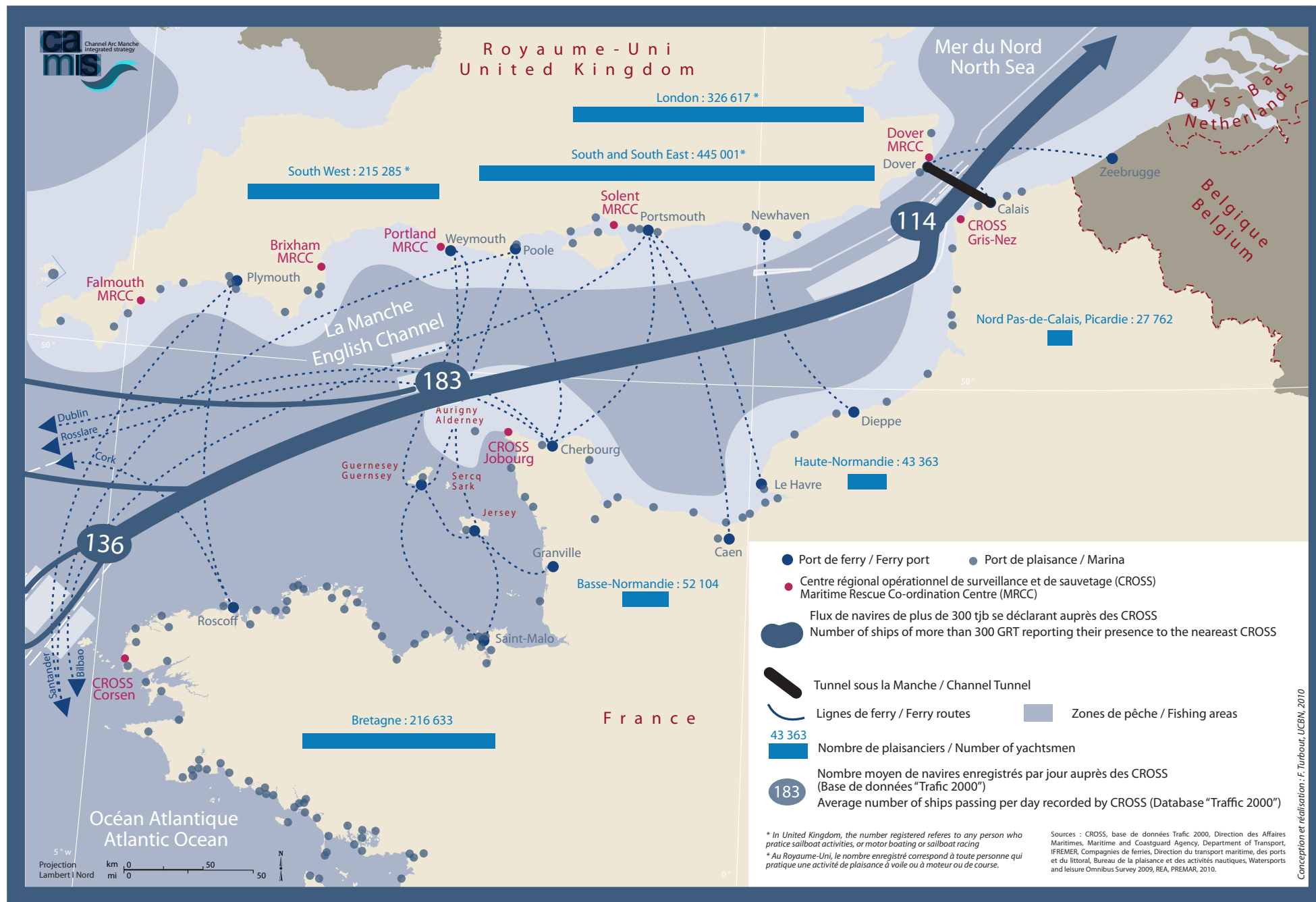
For maritime safety, the Channel is a high-risk and highly specific area compared with other seas in Europe and worldwide. The number and complexity of issues to be considered make it a priority for French and English authorities, the European Union and globally. Indeed, a very high proportion of European and global trade passes in transit through the Channel, linking as it does the Atlantic to the North Sea. As such, a significant maritime event disrupting traffic in the Channel would impact the European Union and global economies. The specific issues associated with maritime safety in the Channel must therefore be taken on board in the Atlantic Maritime Strategy,

sécurité maritime dans l'espace Manche sont donc à prendre en compte dans la stratégie maritime Atlantique, en cours d'élaboration au sein de l'UE.

En raison de la congestion de l'espace maritime et de la multiplicité des usages, la Manche est une zone très accidentogène, où quelques 350 accidents ont été recensés ces cinquante dernières années (soit une moyenne de sept par an). Ces accidents sont à l'origine d'une centaine de pollutions accidentelles d'ampleurs variables, parmi lesquelles on dénombre quelques-unes des principales pollutions mondiales (Torrey Canyon et Amoco Cadiz notamment). Par conséquent, avec plus de 354 millions de tonnes de produits dangereux transportés en 2009, un accident maritime, outre la sauvegarde de la vie des équipages, a tôt fait d'avoir des conséquences majeures pour les populations riveraines, l'environnement et les activités économiques de l'ensemble de la zone. Et si la fréquence des pollutions par hydrocarbures tend à diminuer, les années 1980 ont vu l'apparition des pollutions par produits chimiques, et les années 1990 celle de pollutions par produits inertes (bois, conteneurs, etc.). En conséquence, le risque de pollution maritime accidentelle en Manche ne diminue pas, il change de nature et se complexifie. À cela s'ajoutent les rejets illicites en mer, même si leur nombre a diminué ces dernières années grâce aux politiques de prévention et de répression menées aux niveaux français, anglais et européen. Une adaptation constante des autorités françaises et anglaises pour se préparer à gérer de tels événements est donc nécessaire.

which is currently being drafted in the European Union.

Due to the heavy congestion and diversity of uses, the Channel is an accident-prone sea area, with some 350 accidents having been recorded over the past 50 years (an average of seven per year). These have caused around a hundred cases of accidental pollution of varying impact and include some of the world's largest marine environmental disasters, notably the Torrey Canyon and Amoco Cadiz. With more than 354 million tonnes of hazardous cargoes transported through the Channel in 2009, a future maritime accident has the potential to have immediate and major consequences for coastal populations, the environment and economic activities of the Channel area and its connected regions, and may endanger the lives of the vessels' crews. Whilst the frequency of hydrocarbon pollution may be reducing, chemical pollution emerged in the 1980s, followed in the 1990s by many other types of pollution, including hazardous and noxious waste. The risk of accidental maritime pollution in the Channel is changing and becoming more complex. This is in addition to illegal dumping at the sea, which has fortunately, decreased in recent years, due to prevention and enforcement policies conducted at French, English and European levels. The French and English authorities must therefore adapt constantly to prepare for managing such events.



Ward: All

Organisational Changes 2014: “Catching the Wave”

Report by Chief Executive and Head of Paid Service

1.0 Summary

- 1.1 This report sets out proposals for organisational change to ensure both Councils have the officer leadership required to meet medium and longer term challenges.
- 1.2 The report sets out the Chief Executive’s views of the context and current organisational capacity (as identified by various stakeholders across Adur and Worthing) and identifies the structural changes required, the processes to be followed and an outline timetable.
- 1.3 It seeks from Joint Strategic Committee an endorsement of the proposed changes; an agreement to the voluntary redundancies and processes set out and a recommendation to both Councils to approve the recommendations and release up to £358,000 from reserves to fund the necessary transitional costs.
- 1.4 It seeks from both Councils endorsement of the decisions of JSC and gives authority to release the necessary resources from reserves to fund the transitional costs.

2.0 Background

- 2.1 The Chief Executive took up his post early September 2013 with a clear brief from Members to:-
 - Identify a new strategic direction for both Councils and
 - to form a view as to current organisational capacity (and any perceived gaps) and
 - to formulate proposals to ensure the organisation is well placed to meet challenges and take opportunities over the medium term.
- 2.2 Attached at Appendix 1 is a document “Catching the Wave” which sets out the findings of the Chief Executive and provides a suggested direction of travel for the organisation. This document is a synthesis of several hundred conversations with businesses, communities, individuals, elected Members, staff, public service partners and regional and national organisations. It is not intended to be a wholly objective analysis of everything both Councils are doing or could do, neither is it an in depth piece of strategic management consultancy. It does, however, seek to

understand the places that are Adur and Worthing (and their communities) and the national and international context in which we are currently operating. It seeks to identify our current organisational capacity and certain gaps that we have in skills, processes and cultures (particularly from the perspective of those outside the organisation with whom we relate). It seeks therefore to be both a narrative of place and a direction of travel for us over the next 2-3 years. It is also intended to start a discussion amongst staff, Members and key stakeholders on how best we catch the wave of opportunity identified.

2.3 Without rehearsing the entire document it makes specific recommendations as regards “3 wave catchers” that we should focus our energies upon, namely:-

- Supporting our wealth generators,
- Cultivating enterprising communities and
- Becoming adaptive councils

2.4 In the Chief Executive’s ward walks and many other conversations he has heard a number of views from Members (and members of the community) about what is required and those views are substantially represented in the document. The Chief Executive has intentionally come into role with “outsiders eyes” and therefore, for some, parts of Catching the Wave may make challenging reading. It should be noted that where it specifically challenges our current ways of operating it is not intended to be a criticism of individuals, groups or teams, but a critique of our system for the purpose of making us the best that we can become.

2.5 Feedback received on the Catching the Wave proposals so far has been supportive and encouraging and the Chief Executive has established a Change Programme that intends to be light on bureaucracy; focussed on the outcomes we need to achieve; that works at pace and that seeks to draw upon the collective intelligence of our staff, Councillors and partners. There are four work streams to the Change Programme, focussing on:-

- Partners and partnerships
- Operating processes
- People and structures
- Communications, culture and organisational development

2.6 Whilst Change Programmes are subject to many variables, it is believed that the best chance of our Catching the Wave lies in developing our thinking and swiftly delivering the four themes above in a systemic and co-ordinated manner. It is intended to develop and deliver this programme of change within existing resources wherever possible.

3.0 Proposals

3.1 On page 25 of Catching the Wave the Chief Executive identifies a number of key issues to address early in bringing the propositions to reality. One of these is to ensure we have the leadership capacity to take on the agenda, to focus on the outcomes identified and harness the capabilities of partners and communities in achieving them. We need to ensure that the senior leadership of the organisation

has the skills, competencies, behaviours and experiences to meet these significant challenges.

- 3.2 To that end the Chief Executive has consulted with senior staff directly affected on proposals for significant change to the existing officer structure.
- 3.3 Appendix 2 sets out both the existing and the proposed new organisational structure for Adur and Worthing Councils.
- 3.4 The principles behind those proposals are:-
- Form follows function. We should group ourselves around the outcomes and themes that matter most (rather than around historic portfolios of activities or similar types of profession).
 - The future Councils Leadership Team (CLT) will be leaders of place, outcomes and the organisation as a whole not just managers of particular functional groups reporting to them. They will be accountable for delivery of services within their portfolio and leadership across the organisation and into partner activity is as much part of the role as leading their staff groups.
 - That in the new structure we need to take a significant step on from being shaped around functional or professional groupings to having a stronger focus on end-to-end outcomes or experiences for business, communities and individual residents or customers.
 - That the existing 2 tier Strategic Director and Executive Head structure (whilst understandable from an historic perspective) has now reached the end of its useful life. For reasons of clarity and accountability (and in order to group parts of the organisation with a similar focus) it is proposed to move to four Directors with leadership responsibilities for the four key outcome areas identified.
 - That it is important that we keep the cost effectiveness of our senior leadership under regular review in the same way we would any other services. Over the medium term the structural changes being consulted upon will deliver direct and indirect financial savings in addition to an enhanced leadership capacity.
 - The relatively large number of people at the “top table” can currently make decision making difficult and inevitably blends the operational and the strategic with occasional confusion on decisions made, how they apply at a more local level and accountability for them (where decisions made affect more than one area or the whole business).
 - That our procedures for managing change will be followed and we will seek to minimise the number of staff put at risk.
- 3.5 The proposed new structure moves from a Management Team of Chief Executive, two Strategic Directors and seven Executive Heads (10) to a Council Leadership Team of Chief Executive and four Directors (5). This will be the first phase of organisational change that it is anticipated will take place by April 2014. Once those new Directors are in place they will in turn look at the services and functions within their portfolios to determine what if any additional changes are required at the

tiers below. There are certain specific exceptions set out later in this paper. Any consequent Phase 2 re-shaping will take place over the Summer of 2014.

- 3.6 To support Directors in their thinking, our HR Services will adopt a Business Partnering approach, with individual HR staff appointed to support the new Directors over the long term in strategic HR issues (including performance support, change management, talent management, OD and cultural interventions, organisational design etc.).
- 3.7 The new agenda will require a different approach to the Corporate Centre functions that currently report to the Corporate Strategy Manager. It is proposed to strengthen the focus on the 4 key corporate areas of:
- Productivity and Innovation (including performance, programmes and commissioning)
 - Organisational Development
 - Policy (and Research)
 - Communications and Reputation
- 3.8 It is proposed to delete the post of Corporate Strategy Manager with these 4 areas then reporting directly to the Chief Executive (with some additional capacity in the Productivity and Innovation and Communication areas as set out below).
- 3.9 It is not proposed to make specific changes to the PA/admin support currently in place. The only exception to this will be to support the voluntary redundancy request of one PA, as set out later in this report.
- 3.10 The proposal therefore is to delete:
- 2 x posts of Strategic Director
 - Executive Head of Financial Services
 - Executive Head of Technical Services
 - Executive Head of Planning Regeneration & Wellbeing
 - Executive Head of Adur Homes
 - Executive Head of Customer Services
 - Executive Head of Corporate & Cultural Services
 - Executive Head of Housing Health & Community Safety
 - Corporate Strategy Manager
 - PA to the Strategic Director

This will enable us to create four new roles:-

- Director for the Economy
- Director for Communities
- Director for Customer Services
- Director for Digital & Resources

- 3.11 Catching the Wave also identifies three significant capacity gaps. We need to address these by creating at “Head of” level 3 roles to create the additional capacity we need. The new roles will be:-
1. Head of Productivity and Innovation (working directly to the Chief Executive) to drive business transformation through the organisation, change programmes, develop our Commissioning capacity and develop consistent performance management approaches.
 2. Head of Strategic Planning and Economic Development (working to the Director for Economy) to provide additional capacity required to support the economic growth agenda
 3. Head of Strategic Finance (Section 151 officer) working to the Director for Digital and Resources (to deliver more sophisticated and cohesive long term strategic and financial planning).
- 3.12 Depending upon who is appointed to the Director posts, one or more of those 3 roles may not be appointed to, but may be incorporated within the new Director roles. It is anticipated that for any post holders in deleted posts (that are not the subject of voluntary redundancies) that are not appointed to Director roles then these roles will provide suitable alternative employment as well as enhancing our strategic capabilities in key areas. It appears highly likely that there would then be a “slotting” into posts for those individuals.
- 3.13 The other post to be created as part of this organisational change package is a new post of Head of Communications. Our current capacity to proactively and strategically deal with a significant communications agenda is insufficient and it is vital that we recruit a communications professional to provide the appropriate level of leadership to the function. Many of the proposals for our future involve our communicating and engaging better with a wide range of stakeholders and marketing our places differently. Our existing communications capacity is already severely stretched delivering our existing agenda and needs reinforcement and professional leadership.

The New Director Posts

- 3.14 As will be seen from Appendix 1 the groupings proposed under each of the new Director roles seek to align those parts of the organisation that will most strongly impact upon the outcomes identified in “Catching the Wave”. We have also sought to group under Directors particular “types” of services. So for example under the Directors for the Economy and for Communities we group a number of outward looking and proactive functions (e.g. Regeneration and inward investment or Housing Strategy and Leisure). Under the Director for Customer Services we group outward looking and responsive services (e.g. Development Management and Waste Collection) and under the Director for Digital and Resources, inward looking and proactive services (e.g. Financial Services and HR).
- 3.15 As stated above these Director roles are not just about managing services. They are about leading agendas, achieving outcomes and building and sustaining important relationships. They will require excellent understanding of the external

environment, the building of key professional and partnership relationships and challenging where necessary any practices or “professionalisms” that get in the way of achieving our desired outcomes. Ability to work well with party Politics and (Community) politics will be essential.

- 3.16 It is important to recognise that these posts are Directors “for” not Directors “of”. By this we mean that they are about stewarding and leading people and other assets, not about creating personal “fiefdoms” or proprietary interests over the services concerned.

Director for the Economy

- 3.17 This Director’s portfolio would be:-

- Regeneration
- Planning Policy
- Major Projects
- Inward investment
- Economic Development/Tourism/Transport issues
- Skills
- Estates
- Culture (Theatres/Museums plus developing a broader cultural offer)
- Parking

- 3.18 As outlined in *Catching the Wave*, this role aims to bring together most, if not all, of the key drivers for supporting economic growth over the next 2-3 years. The new Director role will not just head the regeneration and economic development functions but will also work closely with neighbouring local authorities, the Local Economic Partnership, City Deal, Coastal West Sussex Partnership as well as the economic functions of West Sussex County Council. The Director will need to fully understand how local economies work, have credibility with investment markets as well as experience of delivering large scale development activity. We propose to include our own Estates in this grouping (to ensure we use our property portfolio to drive growth) and to bring together our cultural offer as well as tourism and transportation issues. Parking Services will also join this grouping as they are critical to economic recovery and relationships with Town Centre economies.

Director for Communities

- 3.19 Under this Director we propose to bring together:-

- Housing - Strategic
 - Adur Homes
 - Clienting
 - Needs/Options/Advice
- Leisure (and clienting)
- Parks/Foreshore/Burials
- Community Wellbeing
- Community Safety

- Community Engagement
- Partnerships (LSP etc.)
- Democratic Services/Mayorality

- 3.20 These functions are grouped together as they have been identified as having the greatest initial capacity to develop enterprising communities in Adur and Worthing over the next 2-3 years.
- 3.21 The new Director role will use all of the Councils' assets and (in partnership) those of key stakeholders and communities themselves to ensure stronger, resilient communities develop and the role and impact of the local community and voluntary sector is enhanced. The new Director will need to understand how local social economies work, how to support and develop existing community activity and how to ensure the commissioning activity of Adur and Worthing Councils (as well as a number of our partners) can best be used to support our local social economy.
- 3.22 All Housing functions, leisure (including clienting), Parks, Allotments and Foreshore and a range of community based activity are included. In order to bring Democratic Services and the Mayorality closer to communities it is also proposed to include those functions under that Director.

Director for Customer Service

- 3.23 Under this Director we propose to bring together:-
- Building Control
 - Development Management
 - AWCS (cleansing, waste, street scene, vehicle maintenance etc.)
 - Crematoria
 - Access Partnership
 - R&B CenSus Client (Adur)
 - R&B (Worthing)
 - Customer Services
 - Corporate Information Management (CIM)
 - Land Charges
 - Elections
 - Licensing
 - Environmental Health
- 3.24 This role will develop highly effective and efficient customer services across a range of functions that have a critical interface with our residents and businesses. The role will jointly develop digital solutions for customers; ensure our 'human face' is a positive one and that our customer's experiences are consistently excellent.

- 3.25 There are some customer facing services under the leadership of other Directors as well. All Directors will have a joint and collective responsibility to ensure that the high standards developed by the Director of Customer Services are consistently applied across all service areas.
- 3.26 These functions represent a wide range of outward looking services responsive to individual and business customer needs. Development Management is specifically included here (and not in Economy) to ensure the continued focus on excellent services for individual/business users of the planning function.

Director for Digital and Resources

- 3.27 Under this Director we propose to bring together:-
- “Digitalisation” & IS (Client)
 - Accountancy
 - Exchequer
 - Fraud (Worthing)
 - Internal Audit
 - S151 O’s
 - Treasury Management
 - Worthing HB Verification & Adjudication
 - Business Services
 - Legal/Monitoring Officer
 - HR & Occupational Health
 - Engineering/Surveying & Design
 - Support Services
- 3.28 This key role will focus upon how we “digitalise” our business moving forward, ensure a robust and adaptable information architecture and that our strategic IS investments give us maximum returns.
- 3.29 By “Digitalisation” we mean ensuring that we have a clear vision and strategy for how we move, over time, all of our information based transactions to digital platforms. Our customers, businesses and residents are increasingly used to doing business “digitally”. Be it banking, estate agency, booking holidays or applying for a vehicle licence a digital solution is now increasingly preferred to going to a building and undertaking a face to face transaction. Much of this is powered by the huge growth in Smart phones and “Apps”. We will not shut our “front offices” but can improve accessibility, choice and reduce our cost base over time (or direct resource to where face to face transactions add real value).
- 3.30 Almost all organisations (in public, private and community and voluntary sectors) are bringing digital to the heart of their operations and using it to reinvent what they do. Local Government should not be an exception. Our digital offer would be different for a business wanting to relocate, a community group wanting to run an

event, a resident with a Council Tax question or wanting to check their 'bin day'. A comprehensive and costed approach will be developed by the Director.

- 3.31 It will also cover the leadership of our Strategic and Operational Finance, Business Services, Legal Services, HR, Engineering, Surveying and Design and Support Services. Its key focus will be on proactively supporting other parts of the business with their agenda, ensuring our internal operating systems and decision making processes work quickly, effectively and flexibly, whilst ensuring sound governance of our business as a whole. The post holder will ensure the development of long term strategic and financial planning to ensure the Councils have a robust medium term financial and service strategy for the next 3 years. (2014-17).

Search and Selection

- 3.32 Following a competitive tendering process executive search and selection agents ("headhunters") have been appointed to assist with the process, to ensure the widest possible field of candidates is attracted and to bring expertise and objectivity to the process. SOLACE Enterprises have been appointed (who have worked with the organisation before) and will be:-
- Undertaking job evaluation
 - Producing a micro-site for potential candidates
 - Overseeing on-line and print advertising
 - Executive search
 - Sifting and support with long-listing
 - Preliminary interviews prior to assisting with short-listing
 - On-line assessments
 - Assessment Centre for shortlisted candidates
 - Final Member interviews
- 3.33 The intention would be to commence recruitment immediately if JSC and both the Councils approve the structure and agree to release the relevant funds from reserves.

Existing Post Holders

- 3.34 The Chief Executive undertook a two week Consultation process on the proposals in mid-December. All responses have been considered and, where appropriate, factored into revised proposals in this report.
- 3.35 It is important to recognise that the uncertainties of organisational change can at times have impact upon individuals and groups and how they operate. All senior members of staff have continued to operate well despite uncertainties over their personal positions and this does them great credit.

3.36 Under our HR processes for managing change one existing member of staff will “slot” into one of the proposed new Director posts. One of our Strategic Directors (John Mitchell) will slot into the post of Director for Communities. Four of those staff in deleted posts and one of their support staff, have requested voluntary redundancy which the Chief Executive is minded to support. Whilst ordinarily voluntary redundancies are approved by means of individual decisions by relevant Cabinet Members, to avoid the uncertainties of ad-hoc individual decisions Appendix 3 & 4 (which contains “exempt information” under the Local Government Act 1972 and therefore are on “pink papers” and must therefore be considered in closed session) contains the five separate requests for voluntary redundancy which JSC is asked to determine and relate to the posts of:-

- Strategic Director
- Executive Head of Housing, Health and Community Safety
- Executive Head of Corporate and Cultural Services
- Corporate Strategy Manager
- PA to the Strategic Director

3.37 Each of these members of staff have provided long service to local government (and Adur or Worthing in particular) and total collectively some 135 years of service. Three are also entitled to access pension under our standard terms and conditions of employment.

Financial

3.38 The precise individual details are as set out in Appendix 3 & 4, but collectively:

The current structure (with salary, national insurance and pension contribution of the 10 posts, plus the PA who is seeking voluntary redundancy) is:	£985,390 p.a.
The proposed structure 4 directors plus new Head of Communications, plus 3 new Service Heads: (not all of which may be required)	Up to £758,580 p.a.
This creates an estimated annual saving of at least:-	£226,810 p.a.
Though the impact of pay protection and pension costs for those granted VR over the first 3 years will initially mean a net annual saving of at least:	£107,100 p.a.

- 3.39 The total saving over 3 years will be £680,430 (with departure costs of £529,750) creating a net saving of £150,680 and a payback (in years) of 2.34. It is worth noting that after year 3 the full £680,430 per annum saving is once more effective.

Decision Making

- 3.40 The proposals in this Report are primarily intended to ensure Adur and Worthing Councils have the officer leadership they need over the short and medium term. The Councils deserve the best leadership they can get and therefore an open competitive process will be followed to fill the roles identified. The proposals also create an opportunity to reduce senior management costs while enhancing key capacity in certain areas (initially by around 10% per annum, after 3 years by nearer 25%).
- 3.41 In the event that any of the “at risk” post holders were successful in competition and appointed to one of the new Director roles there are opportunities for further savings.
- 3.42 As regards the voluntary redundancies the issue of redundancy costs can be one of real public interest. To that extent this report seeks to be as explicit in the ‘open agenda’ as it can be in detailing those costs and how they fall. Given the sizeable length of service of each of the 5 individuals concerned (and the fact that 4 of them are entitled to access their pension) the total departure cost package is considered reasonable and all calculations fall within our standard voluntary redundancy approaches and have not been enhanced in any way due to the seniority of staff affected. The proposal provides a payback well within our usual 3 year range and provides a minimum immediate net annual saving of over £100,000 per annum.

3.43 Outline Timetable

Adur & Worthing Councils and SOLACE begin work on microsite contents etc. (at SOLACE risk)	Late December 2013
JSC considers proposals and VRs	7 January 2014
Adur & Worthing Councils consider proposal to fund departure costs from reserves	13 & 14 January 2014
At risk letters/notices for VR issued	Mid January 2014
Recruitment formally starts	Late January 2014
Long listing	February 2014
Shortlisting and interviews	Early March 2014
Assessment Centres and on-line profiling	March 2014
Member level appointments (Joint Senior Staff Committee)	March 2014
References/confirmations	April 2014
Take up of posts	asap thereafter

This timetable is indicative only and may be subject to change.

4.0 Legal

- 4.1 Section 112 Local Government Act 1972 provides Local Authorities with the power to appoint Officers on whatever terms it thinks fit.
- 4.2 Section 111 Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions, which would include the organisation of its staff resources and the making of redundancies.
- 4.3 The terms of reference of Joint Senior Staff Committee as set out in the Council's Constitution and Joint Committee Agreement include "to be responsible for the recruitment and selection of all staff at Chief Executive, Strategic Director and Executive Head of Service level".
- 4.4 Section 4(2) Local Government and Housing Act 1989 states that it shall be the duty of the Head of Paid Service, where he considers it appropriate to do so in respect of any proposals of his with respect to any of the matters specified below to prepare a report to the Authority setting out his proposals. The matters specified include:
- The manner in which the discharge by the Authority of their different functions is to be co-ordinated
 - The number and grades of staff required by the Authority for the discharge of their functions
 - The organisation of the Authority's staff, and
 - The appointment and proper management of the Authority's staff.
- 4.5 Section 9 Local Government Act 2000 and Local Authorities (Functions and Responsibilities) (England) Regulations 2000 determine that the approval of a Head of Paid Service's report as to management structure is not an Executive function and so must be determined by Council.

5.0 Financial implications

- 5.1 Overall the restructure will generate an initial estimated minimum saving of:-

		Adur			Worthing
		General			General
		Fund	HRA	Total	Fund
	£'000	£'000	£'000	£'000	£'000
Total cost of current structure	985	382	106	488	497
Less: Cost of proposed structure including pay protection	-808	-320	-46	-366	-442
Annual saving offered by the restructure	177	62	60	122	55
Less: Pension enhancement costs written off over 3 years	-70	-25	-19	-44	-26
Net budget saving	107	37	41	78	29

- 5.2 The detailed breakdown of these costings is on Appendix 3 in the confidential section of the report.
- 5.3 To achieve an estimated annual salary saving of £177,000, the councils will need to fund departure costs of £529,800 broken down as follows:

		General Fund	HRA	Total	General Fund
Breakdown of departure costs:	£'000	£'000	£'000	£'000	£'000
Redundancy costs	318.8	110.2	122.2	232.4	86.4
Pension costs	211.0	73.0	80.8	153.8	57.2
	529.8	183.2	203.0	386.2	143.6

- 5.4 The departure costs have been in calculated in line with the Councils policy for voluntary redundancy.
- 5.5 Overall the restructure will meet the requirement of a 'pay back' period of less than 3 years. After the three years has elapsed, the annual saving will increase to at least £177,000, the final saving will be dependent on the salaries of both the new Directors and the new Service Heads.
- 5.6 It is proposed that the redundancy costs should be funded by the respective Councils from the reserves in proportion to the saving likely to be achieved as a result of the restructure with the HRA making a contribution to these costs. The pension costs will be funded over a 3 year period from the saving made by the restructure.
- 5.7 It should be appreciated that both the departure costs of existing members of staff and the projected salary costs are costed on a 'worst financial case scenario'. Members should be aware that:
- If the departure of one of the Executive Heads is deferred until after the May 2014 elections to help support the new Chief Executive at this critical period then pension strain associated with the post will be significantly reduced.
 - The salary costing allows for 3 years pay protection for the existing Executive Heads. Clearly if any of the existing Executive Heads are appointed to the new Director posts then the pay protection element of the salary costs is removed.
- 5.8 In addition to the above costs, the councils will also need to fund the recruitment consultants and the advertising costs. It is recommended that a budget of £40,000 be approved for this purpose again funded from the reserves as follows:

		General Fund	HRA	Total	General Fund
Breakdown of recruitment costs:	£'000	£'000	£'000	£'000	£'000
Recruitment consultant	30.0	10.4	11.5	21.9	8.1
Advertising costs	10.0	3.5	3.8	7.3	2.7
	40.0	13.9	15.3	29.2	10.8

6.0 Recommendation

6.1 Joint Strategic Committee is recommended to:-

- Endorse the direction of travel for Adur & Worthing Councils contained in Catching the Wave at Appendix 1.
- Consider the Chief Executive's (as Head of Paid Service) proposed future structure for the organisation as set out in Appendix 2; note the approach and draft timetable set out in the report and recommend the approval of the structure to both Adur and Worthing Councils.
- To determine and approve the 5 voluntary redundancy applications, as set out in Appendix 4 to the report, subject to the approval of the draft structure and the release of redundancy costs from reserves, by both Adur and Worthing Councils.
- To recommend to both Adur and Worthing Councils the release of up to £358,800 from reserves to fund the redundancy costs of the individuals concerned which is to be funded as follows:
 - a) Adur District Council's capacity issues reserve £124,100
 - b) Adur District Council's Housing Revenue Account reserve £137,500
 - c) Worthing Borough Council's capacity issues reserve £97,200

6.2 Adur and Worthing Councils are recommended to:-

- Approve the Chief Executive's proposed future structure for the organisation as set out in Appendix 2.
- Agree the release of up to £358,800 from reserves to fund the departure costs connected with the voluntary redundancies set out in this report
- Authorise the Chief Executive (as Head of Paid Service) to take all further necessary and consequential acts to bring the proposed approach to fruition.

Local Government Act 1972

Background Papers:

Appendices to this substantive report

Contact Officer:

Gill Frost Programme Manager
Town Hall, Worthing BN11 1HA
01903 221328
gill.frost@adur-worthing.gov.uk

Joint Strategic Committee
7 January 2014

Agenda item: 10

Schedule of Other Matters

1.0 Council Priority

- 1.1 Catching the Wave seeks to build upon and further develop the 4 council priorities set early in 2013. It specifically ensures that the economy, our communities and our Councils are developed in a cohesive way and a new corporate planning approach that sets out precisely how our priorities come to fruition will be developed in 2014.

2.0 Specific Action Plans

- 2.1 Are as set out in Catching the Wave (attached as Appendix 1)

3.0 Sustainability Issues

- 3.1 There are no specific environmental sustainability issues arising from the report. However the proposals set out are very much about organisational sustainability and how we ensure that Councils grow and thrive as community leaders over the medium term.

4.0 Equality Issues

- 4.1 Again none specific to this report, save that the Councils existing Equality and Diversity approaches will be applied (and enhanced) to ensure the widest possible pool of talents can be considered in the recruitment process. The 3 Wave Catchers are designed to benefit all sectors of the communities of Adur and Worthing.

5.0 Community Safety Issues (Section 17)

- 5.1 None specific to this report.

6.0 Human Rights Issues

- 6.1 None specific to this report.

7.0 Reputation

- 7.1 There will be a sizeable amount of engagement and communication with a number of external stakeholders and our communities themselves over the next few years. This will enhance our reputation as community leaders.

8.0 Consultations

- 8.1 The Catching the Wave document itself is the product of well over 400 conversations with Members, external stakeholders, staff etc. A specific HR based consultation around the proposed changes to the senior leadership of the organisation was undertaken in mid-December and a number of issues arising have fed into this substantive proposal.

9.0 Risk Assessment

- 9.1 As set out in Catching the Wave, perhaps the biggest risk to Adur and Worthing Councils (and the communities we serve) is to do nothing at a time when the economy is moving into a different phase and our Councils financial base is reducing. Seizing the opportunities that will come about, leading our communities and continuing to develop our organisation to be able to adapt rapidly to environmental changes are the most significant ways of reducing the impact of this risk. In reality it is about seizing opportunity not ameliorating risk.

10.0 Health & Safety Issues

- 10.1 None specific to this report.

11.0 Procurement Strategy

- 11.1 None specific to this report, though as will be seen from Catching the Wave an enhanced strategic procurement (and commissioning) approach will be vital for the future success of our organisation.

12.0 Partnership Working

- 12.1 A number of partners have been engaged in conversations that have led to Catching the Wave and are keen to work with the Councils moving forward.

Catching the Wave ...

(or caught in the backwash?)



Alex Bailey – 12th December 2013
Chief Executive: Adur & Worthing Councils



Introduction

In this paper, I lay out my ideas about how we (as Councils) need to act differently in Adur and Worthing so that our places can catch the wave of potential growth that is about to wash through us – to generate wealth, to help all our communities become more enterprising and to enable more deprived areas to lift themselves out of dependence.

In order to do that, we need our Councils to operate as institutions in a completely new way – to become adaptable and entrepreneurial ourselves, so that we act as oxygen to growth rather than smothering initiative with bureaucracy and stasis.

This paper is not intended to be a complete and balanced analysis of everything our Councils are doing. There is much we are doing well and of which we can be proud. It is intended to provide focus on what we should be doing over the short and medium term. It is perhaps not the type of document that Adur and Worthing Councils are used to It looks at the Councils from the outside in, not the inside out.

Over my first few months as Chief Executive, I have set out to listen,

understand, question and absorb the place, the communities and the Councils of Adur & Worthing. I have enjoyed well over 400 conversations with a variety of people, listening to people telling their stories of the past, the present and their aspirations for the future. Those conversations have helped me to make sense of the place and to understand how Adur & Worthing Councils might best lead their communities forward to future prosperity, drawing on lessons from a successful past.

So, the ideas in this paper don't just come out of nowhere – they are the synthesis of the ideas and stories of the people I have met, walking each of the 27 wards in Adur and Worthing, talking to elected representatives, community leaders, businesses, the community and voluntary sector, statutory partners, our staff, central government, other Local Authorities in Sussex and beyond. This is not just my story - it is a story of our communities, our places, our people and our future prosperity.

Those conversations have taken me from the corridors of Whitehall to the stairwells of Fishersgate and this is what they have told me...

Catching The Wave

It's always tempting for a new Chief Executive to think they need to 'bring in a new broom' but I think there is a much more compelling reason for acting right now to rethink ourselves and change how we operate. The Leaders of the Council and I believe that we have a window to catch an 'economic wave' - or we can just watch it roll by, lifting other communities and places around us but leaving us quietly becalmed in our old ways of operating.

This 'wave' is a combination of a number of factors :

- the recovery of the national economy
- the rapid growth in certain sectors of industry
- a multitude of businesses looking for places to relocate and invest
- a local demographic shift as young families and empty nesters move South or East along the coast toward us, looking for better priced properties, new places to work and start businesses and a safe and pleasant place to raise their families.
- The public sector spending squeeze (with a paradoxical investment in Education and Further Education)

changing the way we do business with our partners.

There is no doubt that we are at a critical moment in the economic cycle. Most serious economic commentators suggest that the economy is likely to be growing or, at worst, 'benign' over the medium term. We know that, for a number of our key sites and projects, this is an ideal time in the cycle to take those opportunities to market to seek investment and delivery partners.

Wave catchers

If we want to catch this wave, we need three *wave catchers* – three areas of concentrated focus – ideas that allow us to bring together skills from right across the spectrum to do the things we need to do to move our places on.

The three focus areas are :

- Supporting our wealth generators
- Cultivating enterprising communities
- Becoming an adaptive council.

As Councils, we need a set of enhanced or even new ways of operating to make our focus count and to become fully adaptive:

- Supplying or commissioning efficient, effective public services and solutions
- Providing the “Commons” to help our wealth generators
- Becoming Civic Social Entrepreneurs to support our enterprising communities
- Demonstrating that we are confident and capable leaders of our places

And can we catch this wave?

As Councils, we got ourselves on the front foot six years ago, in a difficult environment, by merging services and consolidating our organisations. Now, we need to get on that foot again by rethinking our role, how we do business and how we serve our places?

We are at a vital decision point. In short, do we accept the status quo and passively hope that an economic upturn will see us and our communities through, or do we ride this wave, using the strength of our past history and our understanding of what matters now to help us drive through a period of significant change?

Can we become Councils with the confidence and capacity to lead our communities to greater prosperity and self-determination by using our key strengths of the past and applying them to a 2014 context? Have we got the nerve?

I do not believe from conversations with a number of our staff, politicians and

partners that we **want** to miss this wave. Indeed, I am heartened by a strong ambition among politicians, staff and partners to step up to the mark and provide strong and sustained community leadership. Leadership that will enable wealth creation and self-sustaining community activity as well as allowing us to provide high quality, cost effective services where we are the right people so to do or select the right partner where we are not.

I’m not naive about the size of the challenge and the responsibility upon us is a real one. But the conversations I am having with a range of individuals and organisations suggests there is a real hunger to do something different, some extraordinary opportunities and very considerable unrecognised and untapped potential across our communities (and the organisations and individuals that make them up) to lead our places to prosperous futures.

The Wave Catchers

I’m now going to describe our three wave-catchers (wealth generation, enterprising communities and adaptive Councils) in more detail. I will track the ideas from our local past into our present and then make some propositions for the future. I have included some of what I have learned about the history of Adur and Worthing in my descriptions because I believe that, in order to understand who we are now and to think about who we will be in the future, it is essential to have a strong sense of who we were and where we come from.

Whilst Adur and Worthing share services, they are separate Councils and different communities. Their histories have some things in common and some important differences. There are also some fascinating patterns that tell us what made both places successful, prosperous and resilient and we can learn from those patterns.

Wave Catcher 1 : Supporting Our Wealth Generators

Generating wealth :The past

People have been prospering and innovating in our locality for over 5,000 years - from the Neolithic flint miners of Cissbury, through the “grain factory” of the Romans to the Saxon fishing hamlet in Worthing. And although collectively regarded by many as a construct of the 1970s, the towns and villages that make up Adur have equally long and fascinating histories. Shoreham itself was an ancient place of seafaring and then a medieval port, bringing in trade and ideas from other parts of the world – the beginnings of our international ambitions.

In more recent times, Worthing saw the growth of 18th century tourism, bathing in the healing properties of our sea and the coming of the railway – creating mass transportation, increasing tourism and enabling a market gardening industry to get its products to market. Then came the automotive revolution and Warnes Hotel, the “motorist’s mecca” harnessing the economic potential of the car.

In its turn, Adur has been the home of a huge variety of technical and creative industries : being a key centre of the UKs locomotive industry with the carriage works at Lancing employing over 2,000 men; playing a part in the early forefront of aviation technology and housing the UK’s first “Hollywood” for the silent movie industry.

Both places have also had significant strategic importance, forming an essential part of our wartime defences (from Saxon to Napoleonic times, the Great War and World War II). We have held an important

strategic place on the south east coast as an essential part of the UK’s defence and attack capability.

More recently, Adur industries have bucked the trend for “the UK not making anything anymore”, specialising in advanced engineering, electrical engineering and aviation-based spin-off industries, at times allied to our commercial port operations. The 50s, 60s and 70s saw, the growth of small industrial estates (active and employing our population to the present day), using road networks and developing a thriving logistics industry to create prosperity. Today, we host companies like Ricardos which act as a flagship and magnet for the investment of ideas, money and talent into the area, not to mention Edwards, Pyroban, Higgidy and others – all active growing employers and supporters of local talent.

Worthing has developed in a different direction, building on the retail and tourism offer of the 1970s to become home to significant employers in science (e.g.GSK), and, until recently, a significant financial services sector. Then in the last decade, we have seen the rise of the small and high growth creative, digital and IT sectors with some global success stories such as Fresh Egg and ETI, supplementing longer term successes such as Bowers and Wilkins and newer high growth businesses like NETBuilder.

So, despite their superficial difference, much of Worthing’s and Adur’s prosperity for over 5,000 years has been based on

applying the scientific knowledge of the day with local entrepreneurship to create technologies and prosperity. So science, technology and creative thinking have long been in our DNA.

So far so good – but what does this all have to do with our Councils? Of course, science and technology cannot create widespread prosperity without places to locate,

effective infrastructure and a place that is attractive for potential employees and their families to live in. At its best, the local Civic role has, since the 19th century, been to support and develop the “Commons” by which innovators, scientists, technologists and a huge variety of other employers create their facilities, develop their products and get them to market.

Generating Wealth : The present challenge

So what is next for our support of wealth generators – what do they need from us right now? Our local financial economy is at a crossroads - a number of those I have spoken to say that we are in danger of becoming “places that have gone to sleep” or having “small town ambition” - we need to wake up if we are to support new wealth producers and encourage them to locate here.

- **Current business sectors :** We have a comparatively small number of real wealth generators (i.e. small high growth companies creating jobs, wealth, innovation and IP, good supply chains etc.). We also have a high concentration of employment in relatively low-value-added sectors so average earnings are low.
- **Inward investment :** As a place, we at times struggle to attract and sustain significant inward investment. Worthing in particular has been unable to retain its large financial services businesses or to attract adequate replacements. Our international reach is patchy.
- **Sites for business.** In Worthing in particular (but also in Adur), the ‘cranes are on the skyline’. However, much of the development is in the residential sector rather than providing employment space which is at a premium across both places. Our employment sites are mainly well occupied and demand for office and industrial premises reasonably strong. The retail sector is more site specific but there are generally relatively few empty shop premises. There is limited serviced or managed workspace in Worthing and no business incubator space or Innovation Centre and a lack of grade A office accommodation.
- **New land use :** In Shoreham, our approach has been about using brown field land, particularly the airport and harbour. In Worthing, the economic development approach has been more about supporting indigenous small to medium-sized enterprises to grow (and attracting those looking to relocate out of neighbouring areas). The brown field potential in Adur creates a future pipeline for business locations but development opportunities for light industrial employment space across Worthing are very limited and the size and configuration of our retail units are considered by some investors to constrain the town’s growth as a retail centre.
- **Education and skills :** We have, as yet, little University input - in a knowledge based economy, this is problematic. Whilst Adur has some University

connection through the Ricardos Partnership, it lacks the identifiable higher education presence that will help to drive us towards a more flexible economy. On the plus side, we have some very high tech advanced engineering and other innovative firms and Worthing is a significant centre of learning with a strong FE sector and some accredited University of Brighton learning offer. Considerable “upstream” investment is going into the skills offer for our young people up to FE level (a potential new Academy, school transition age changes etc. will all sharpen our skills and knowledge focus). However, we are predominantly still a low skills economy - whilst education is definitely “on the up”, it’s not quick enough and not yet widespread enough to meet the needs of our 21st century economy.

- **Infrastructure** : Road infrastructure across both areas continues to be a concern for businesses and a potential barrier to inward investment.

Broadband and rail connections both require improvement.

- **Regeneration possibilities:** Much of our regeneration is currently ‘housing based’ - whilst it is good to see building sites across Adur and Worthing, much of this regeneration is based upon good fortune rather than our design (Government investment in the FE sector, asset prices and the position in the economic cycle etc.), Moreover, this growth may create little in the way of longer term jobs. We need more economic regeneration outside the housing sector.
- **Image/brand.** Worthing, in particular, is still sometimes perceived as a place for older people, despite its rapidly changing demographic profile and commercial sector. In fact, we have seen vast population growth over the last 10 years (particularly in the key economically active 16-24 year old age group).

So this is a moment - our economy is not dead, neither is it particularly or universally buoyant. There are signs of a real demographic change with “new comers”, particularly with those bringing their businesses with them. These newcomers bring not just resources, ideas and business but a new mindset and they want to see a different offer in the places of Adur and Worthing and by their Councils.

If we don’t respond, there is a very real danger, in both Adur and Worthing, that the early part of the 21st century could “leave us behind”. We are at times confused about what we are for and our strategic aims at a critical time in our economic cycle.

Our Leaders have a clear, shared ambition that we should be in a place to ride the wave and whilst there are several shining examples of economic stars, there are not enough. We, and our partners, have a responsibility to increase our brilliant lights if prosperity for our broader communities and future generations is to be achieved.

Generating Wealth : The possible future

Supporting wealth generators by...

a clear focus on Adur and Worthing as “places of science, technology and creativity”.

Adur and Worthing are well placed to draw on investment and talent and become a driver of the coastal Sussex economy. There is the potential for real collaboration and competition with London, Crawley/Gatwick and Brighton & Hove. At times we will wish to partner with them, at other times we will need to clearly differentiate in order to have a strong and unique proposition.

If we draw on our past achievements of turning science and technology into prosperity, we can identify ourselves as places which support industries that are seeing massive investment at a global level - advanced engineering, electrical engineering, creative, digital, IT, bio-science, nano-technology, big data etc.

We have some shining examples of where the entrepreneurial sector is doing this already. In Adur and Worthing, we are specifically “making things” using science. Very often the technologies we are creating (e.g. eco-tech sector) are genuinely world-leading gaining us reputation and inward investment.

We need more, we need strong focus on making it happen and we need it to become part of our collective psyche as public servants.

- **New business sectors** : We need to develop a stronger understanding of the needs of the creative, digital, IT, science and tech sectors – what they need from our places and how we can deliver it. Our offer is currently patchy and we don’t have an external image that matches our existing high tech reality.
- **Inward investment** : We need to become places that are ‘in the game’ of LEPs, City Deals etc and that look for other ways of attracting significant investment capital. For example, working with others to create an investment prospectus, proactively talking to potential investors about opportunities and packaging some of our opportunities in a way that attracts national and international attention.
- **Sites for business** : We need to move both the Councils’ development sites and those of others to market more quickly and in a way that is mindful of the strategic needs of our places rather than ad hoc and opportunistic. We need planning frameworks that support this and balance the housing/employment space dilemma. For council sites, we need a serious major projects capacity that drives critical projects to successful conclusions and earns us a reputation as Councils that can “do the business”.
- **Education and skills** : We have three Universities on our doorstep (each with start-up and incubator experience) and we need to hear from them what would make Adur and Worthing attractive places for them to come and do business. We need to be clear about what we can offer in return.
- **Infrastructure** : We will only become attractive to new economy employers if we have the critical “infrastructure” they require. This goes above and beyond transport, broadband (the classic “Commons” and “digital Commons”) and extends to the vital elements for attracting top talent in the creative economy. This talent looks for high quality and flexible housing, a strong vibrant and interesting cultural offer, leisure, food, retail offers and good networks to other “innovators/ideas people”. These are no longer “nice to haves” but an essential part of an economic strategy. We are already making progress in these areas and in the world of the digital economy, a strong cultural or schools offer is as much essential raw material as good

broadband connectivity.

- **International Reach** : We need to become clearer locally (and regionally) of our approach to international markets, investment potential and tourism offer.
- **Image/brand** : We need to develop a new brand for the economies of Adur and Worthing. If science, technology

and creativity are our thing, then the outside world needs to be aware of this and intrigued by it. We have extraordinary natural resources of coastline, productive countryside and a national park which is matched by our human resources. We have new skills coming through, and a variety of committed partners with whom we need to develop a collective branding agenda.

Generating wealth : What does it mean for the Councils ?

- **Economic development** : Our internal approach to economic development needs to shift from planning based, ad hoc and opportunistic approach to a consistent clear and dedicated focus on:-
 - Attracting investment and growing our international reach
 - Economy, employment and skills
 - Regeneration
 - Driving major projects to closure (in particular the development of key strategic sites).

We will need to invest in our internal capacity to get this right. It may be about bringing in talent to make this happen, it might be about sharing resources with others with similar agendas or it might be about stopping some of our current activity. We have to inject pace - lack of capacity and a scatter-gun approach runs the risk of our missing the upside of the current economic cycle.

- **Open for business** : On a fundamental level, we need to make it clear that our

Councils actively support and are open for business : local, national or international business.

- **Supportive procurement** : We need to build relationships and revisit our procurement methodologies to ensure that local SMEs are able to compete.
- **Understanding local businesses** : We need to build relationships and become more familiar with local, national and international business and how it works (particularly in the senior leadership of our Councils).
- **Positive PR** : We need to ensure that our communications support the financial economies of both places and avoid "talking the towns down".
- **Dealing with 'business toxic' issues** : We need to quickly and effectively tackle the issues that are regarded as toxic to the relationship between ourselves and local businesses - parking, tourism, town centre work, traffic, etc. Rather than regarding them as intractable problems or 'the problems of others', we need to

grab them, resolve them and give the commercial sector the confidence that

they can invest.

Wave Catcher 2 : Cultivating Enterprising Communities

Walking the wards of Adur and Worthing, I have seen a rich mix of people and communities. Even within a relatively small ward, however, areas of deprivation and pockets of relative affluence lie cheek by jowl. It doesn't necessarily follow that prosperous communities are more or less socially active than those regarded as deprived. In some wards and communities there is already considerable community activity at small scale going on. In others, there is a sense of disinterest in broader community activity. There is no point in trying to force people who don't want to get involved. My experience so far is that it boils down to the people in the area, their drive, organisational abilities and openness to opportunities.

But it is also true that we as Councils can help or hinder this organic local activity. At our best we support by providing information, infrastructure, networks and skills to help community and social enterprise grow rather than creating hurdles or simply ignoring the activity completely.

Enterprising communities : The past

We have had strong and prosperous times in our past, but the histories of Adur and Worthing have not been wholly rosy ones. At times, we have needed all the community spirit and enterprise we can muster to get us through those hard times. Our areas have endured war time disruption, economic downturns and depression with stubborn levels of deprivation among some communities.

However, right across our areas, from the early 19th century onwards, public spirited citizens have either come forward to take small scale local actions or to create civic machinery that subsequently became today's Local Government and other Public Services. They set up organisations and

networks to tackle a number of pressing social or environmental issues of the day. This community enterprise was particularly active during war time periods, the depression of the 30s and the recession of the 70s. The roots of several community organisations including the forerunners of Guild Care were laid down in the 30s depression and flourish still today. St Barnabas, Worthing Churches Homeless Project, Rotary, Albion in the Community, RAFA, Ropetackle and Adur Festival, Birdman and a wide range of community and resident's associations are all tangible examples of strong and enterprising communities in action and there are many more.

Enterprising communities : The present challenge

The social histories in Adur and Worthing (and in other parts of the UK) suggest that neither 'the State' nor 'the Market' can do everything. As Beveridge himself recognised, one of the unintended consequences of the Welfare State was a reduction of large scale community activity, social enterprise and entrepreneurship to resolve issues and problems, compared to pre-1945.

We (and our public service partners) are targeting activity in our deprived areas with some success. While having a role to play in supporting our local communities, what we most need to do is to encourage and cultivate the kind of community enterprise that served us well during our past. We need to develop and grow enterprising communities that have the ability to tackle and find solutions to social and other issues at the local level.

- **Deprivation** : Across both Adur and Worthing - we have areas of high deprivation (on many measures), areas of geographic isolation, low income, low skills, poor access to employment, poor health and, in relative terms, some of the most deprived areas in West Sussex. So where are we now? In some communities, deprivation levels are firmly entrenched – most measures have not improved significantly in relative terms in recent years. More recent evidence during the current economic downturn suggests that, in several areas, they are getting worse.
- **Community activities** : There are a range of exemplary community and voluntary sector activities (in particular community/resource bases or centres from which a variety of activities and support groups are taking place). The infrastructure is not consistent across the areas but there are some shining examples of great practice. I have visited several excellent community organisations which are having strong impacts of their local areas (e.g. the Northbrook Project, The Maybridge etc.). Their (often volunteer) managers are, at times, struggling to meet demand or develop in the way they need to.
- **CVS** : Our community and voluntary sector contains a small number of large organisations, the majority being very small. Most of the small organisations are concerned about their financial positions, particular where State funding from a variety of sources is increasingly drying up. Both Adur and Worthing have umbrella community and voluntary sector organisations though as yet there is relatively little consortium working, bidding for public services work or wide scale use of social finance.

So there is currently a huge possibility for improvement in how we as public service organisations assist, promote and enable (rather than overwhelming or crushing) local community activities.

Enterprising communities : The possible future

Cultivating enterprising communities by...
recognising opportunities, sharing knowledge and skills
and "getting out of the way"

We are clear that, as the State (not just Councils, but all public services) start to disinvest, some of our communities are likely to fracture and struggle. This will undermine our aspiration for prosperity unless there are capable individuals and organisations who can take on some of the public services and solutions and deliver them in a different way. Most of the wealth generating businesses I talk to 'get' this – many have active CSR programmes in place already and are fighting to prevent increasing levels of deprivation in our places. Whilst the situation in Adur and Worthing is no different to a number of District and Borough Councils, some of our colleagues in Public Service Organisations in other parts of the country are moving further.

Our ambition is to develop enterprising communities across Adur and Worthing - communities of geography, common interest, of age or type etc. Communities that have the ability to 'trade their way forward', to effectively take risks, to be innovative and creative and seize opportunities. Communities where there is, active participation, self-reliance, self-determination resilience to economic or other shocks and where people have the confidence and pride to stand on their own two feet, to compete and to fully participate in community life.

I have already seen signs of those communities across Adur and Worthing. We have some large organisations (Guild Care, St Barnabas, Worthing Churches Homeless Project etc.) that have grown out of community concern and a desire for entrepreneurial activity to resolve long standing social issues. At the micro level across our wards, I am seeing examples of individuals and community organisations doing the same. Their approaches are not always easy to scale up, but here is the flame and the kindling to help light the fire for enterprising communities. The spirit of social activism is alive and well across Adur and Worthing and it requires cultivating.

- **Enhanced community activity:** We should be using the wisdom of our communities across a range of issues, encouraging community groups and social enterprises to provide much of what has recently come under the mantle of public services. Whether it's a cultural offer, a leisure offer, housing, community regeneration etc. our Councils are no longer the "experts" and holders of all knowledge, nor are we the only possible provider. There will be errors, there will be mistakes, some community organisations will occasionally fall over - no different from organisations in our commercial sector. Innovation, real innovation, often comes from failure and we should not be deterred by it. As yet we have relatively little community activity in the Digital space.
- **More social entrepreneurs :**We already have some social entrepreneurs and business people with real social interests. The demographic change is bringing new residents with interests and ideas about social entrepreneurialism into our areas. We need to connect them up, connect them to real social problems and support them to access social finance solutions where required.
- **Creating new social businesses.** As part of our role as Civic Social Entrepreneurs (see the next section), we will encourage those of our service areas that are ready to migrate to social business status. We will also prepare other services for that journey where we see potential.
- **Self-determination.** Once we have confident and able community

leadership then, led by local ward councillors, we will look at what parts of

our day-to-day decision making they can be more actively involved in.

Enterprising communities : What does it mean for the Councils ?

- **Use of Localism legislation :** As yet there has been relatively little use or interest in the Councils in the “Community Rights” package and some of the other enabling powers in Localism. We, as a Council, have in places often been slow to see the potential in community activity and, at times, have got into active conflict with it, even where we may be sharing common agendas. We need to understand that community enterprise in a variety of forms is of enormous value and if others can do things at a local level as well as, or better, than we can then we need to get out of the way and support them to do so.
- **Actively promoting community enterprise :** It’s not about us teaching business skills to communities. It is about Local Government and Public Service partners not always “doing to” or “doing for” but “doing with” and, ultimately, in our decision making being “led by” those enterprising communities and their leaders. It’s about using our investments (in grants, time and energy) wisely and through the way that we commission solutions and services.
- **Being constantly vigilant for opportunities :** bringing people and assets together to work on many of our areas’ ‘wicked issues’.
- **Watering the seeds :** if we are to get back some of the “pre- Beveridge” levels of social activity we need to plant seeds, cultivate the seedlings and help the saplings to grow rather than looking for reasons why seeds shouldn’t be watered.
- **Using partnership vehicles and relationships :** We currently have a range of formal partnerships and good relations with key delivery partners that we need to actively use to further enterprising communities from the LSP to relationships with small CVS organisations and major employers ... we must become the connector that brings the focused attention to the agenda. This includes growing our abilities to influence WSCC and other partner’s commissioning approaches.
- **Using public sector commissioning :** We already have some good examples of co-design and co-productions of solutions in some services. In developing Wellbeing Hubs we assessed need, tested the market and commissioned a mature mixed economy of supply (with our Councils and CVSE provision managing the supply network well). In many areas, though, the progress is slow and we do not always have the understanding or skills required within the Councils. A mature and capable commissioning approach will greatly enable local CVSE (community, voluntary and social enterprise sectors) to grow.
- **Using developing agendas to catch the wave :** We must use new or developing policy areas to drive our enterprising communities agenda. Public Health responsibilities are an excellent example where we have engaged well with our

Director of Public Health who has commissioned the Wellbeing Hubs ... creating opportunities to influence the County-wide Public Health Strategy. Similarly, in the developing “early help” agenda (taking the Troubled Families initiative to the next stage) we are effectively influencing by bringing CVSE and families to the centre and co-training social work professionals alongside community groups. Both are tangible examples that we can learn from and take to other services.

- **Leading Enterprising Communities :** We must recognise this is an important and difficult role. Supporting, enabling, facilitating, helping to define communities (our profiles for Asset Based Community Development are an excellent start) as well as supporting and challenging our CVS to be “big, bold and effective”. We need to support fledglings until they are ready to fly. We must not forget the importance of aligning small funding pots (jointly with WSCC, Social Enterprise and Big Society type funding etc.) as well as maximising the larger opportunities for Social Investment.

Wave Catcher 3 : Becoming Adaptive Councils

Adaptive Council : The past

Since the early 19th century, we have seen Commissioners, “the Parish” and, more recently, what we recognise as modern Local Government providing the “Commons” (the common

infrastructure) for local people and businesses. The 19th century saw the development of road infrastructure with clean and paved streets, public health works and new technologies to combat the flood plain, leading to a growth of villages such as Lancing, Sompting, Fishersgate, Southwick etc.

These 'commons' enable wealth generators to create prosperity and allow communities and individuals to thrive. They also include the 'social safety net' to provide shelter and support to those families who would otherwise struggle to keep a roof over their heads or to educate their children. And it is easy to forget that they are important 'glue' in prospering communities.

In more modern times, our "Commons" activities have covered transport, housing, land use, public health, social care, waste and cleanliness of the public realm, higher and further education, leisure, cultural offer, economic development, social regeneration and tourism. Bringing us right up to date, the new Splash Point leisure centre is not just a global award winning leisure centre, but a beacon of what ambition can achieve in Worthing and the power of concerted civic action in developing "the Commons". The regeneration of central Shoreham is a similar lesson about what such focussed attention can bring to a place.

As Councils, we have adapted continually : Adur and Worthing Councils can be rightly proud of the way that a District and a Borough Council came together to improve the quality of their services and substantially reduce costs. It is estimated that up to £11million so far has been saved from this process with more to follow.

At our best, I see an organisation where

However we are not, in the judgement of many, often enough or consistently enough at our best. We are not yet the Councils either Adur or Worthing need to lead them into the future. It might just be possible to rest on the laurels of past achievements and to ride the coat tails of national policy or productive local partnerships, to continue to "Slice the Salami" until there is none left. And we could hope that the improving global economic situation, increasing local asset prices, new technological solutions and a constantly changing demographic enable us to 'muddle through'.

committed and skilled staff provide cost-effective, high quality services - residents have frequently spoken warmly to me of our refuse collection, street cleansing, beach patrol, leisure services, etc. We have also shown that we can demonstrate considerable Civic bravery and forward thinking (e.g. the high design spec and brave borrowing required for Splash Point; the publication of the recent Adur Local Plan for consultation - balancing the future prosperity of the area with understandable concerns of residents about further development etc.).

Our new ways of working (NWOW) project, notwithstanding some technical snagging still to resolve, has seen a wiser use of our accommodation portfolio, freeing up savings. It has enabled the creation of Civic Hubs for us and partner organisations to use and, in time, we will create a technological platform from which we can grow our service offers.

At our best, we can also lead local social policy and practical interventions on the ground (e.g. Think Family). We can be skilled at dealing both with large volumes of customers and adept at turning individual complaints into opportunities to create real satisfaction with our residents.

At our best, therefore we show signs that we can build upon a proud Civic tradition and become a Council fit to lead its communities in the 21st century.

This isn't surfing the wave though – it's more like being caught in the backwash – being unable to shape our own destiny and carrying the risk of lost opportunity for the communities we serve.

The present challenge

We are at an important point in our organisational history. Merging services of two authorities and the New Ways of Working Project have delivered real savings and, in some cases, notable service enhancements. However, a number of challenges (financial, resident expectation, changing demographics, technological development etc.) and a rapidly moving economic cycle require us to refocus the Council's activity.

We don't have the opportunity of 'spending more' - it's about spending more wisely and focussing our reducing investment in areas of highest impact. It's also about bringing the resources of others and the untapped resources of our communities into play. Those key challenges include

- **Economic development and inward investment** : We are not punching our weight in supporting our wealth generators. We spend time and energy in partnership activity seeking relatively small pots of Government money (often as part of competitive processes where we are not sure there will be a benefit). Significantly larger sums of inward investment are available in areas that we are not 'mining'. At times our approach is opportunistic, driven by individual micro local pressure and national or regional funding streams, rather than a strategic approach to economic growth. A number of our major projects are "stuck" and we are not yet on many "radars" for inward investment.

shift our mind-set to think how we might use the land we as Councils own to support our wealth generators not just to maximise our rental income and identify opportunities for longer term revenue streams for the Councils.
- **Regeneration approach** : At times our regeneration approach appears to be on very local projects without having any strong vision about what we need to achieve. Therefore our energies, though well intentioned, can be a scatter gun response to funding opportunities, confusing partners and major investors and occasionally skewing our approaches.
- **Land use strategy** : In Adur, we have made recent progress with a draft Local Plan at consultation stage and some clear propositions for the airport and the harbour. In Worthing there remains a lack of clarity and focus about what we are trying to achieve. There is an ambition to support SMEs and start-ups but without a strong understanding of the role of higher education/University sector or a focus on high growth and innovative business. We also need to
- **Supporting community enterprise** I have covered the need for this in Wave Catcher 2.
- **Organisational culture and resources** : External partners and our own staff have described us as static, stagnant, solid, risk averse, bureaucratic, slow to respond and at times frustrating to talk to or deal with. Whilst I have seen some examples of excellent engagement with partners and service delivery, I have

seen too many examples of us falling short. We know that our Revenue Support Grant will reduce year on year and is unlikely to be replaced by other grants. We have some examples of entrepreneurial (and intrapreneurial) activity but this needs to become the norm if we are to ride the wave.

- **Public service commissioning** : With the notable exception of 'Think Family', I have seen relatively little evidence of good commissioning of community or locally based solutions which enable third sector organisations or SMEs to

come together to share cost and provide consortia based approaches to public services and solutions. I've also seen little evidence that we are tapping into the potential of the social finance market to fund activities and businesses of social value. Neither the Councils nor other local public service organisations are fully utilising the potential for social enterprise and mutuals to solve longer term social problems despite the fact that we already have some social enterprises (though at relatively small scale) in effective operation.

The future possibility

Becoming adaptive councils by... shifting resources, partnership focus, cultures and mindsets.

It is vital that we turn the "solid and stable" Council that people describe to me (both positively and negatively) into a Council that operates in a more adaptive way, understands its role in leading our Communities and knows what it should (and shouldn't) seek to do. With a reducing RSG and pressure on capital budgets, we need to rethink what we do, the services we provide, the solutions we commission and the way we engage and support others. We have to be able to adapt fast, at times fail fast and innovate fast. This is not the rather bureaucratic public service model we currently use.

In my conversations with stakeholders, I have heard good things about our organisation. We have some extraordinarily entrepreneurial services leading the way, finding ways to both provide excellent services, community solutions and improve their financial bottom lines.

However, there have also been some consistent criticisms. The table below outlines some of the more critical things our partners, stakeholders, staff and members have said about us as an organisation. Whilst painful at times to read (and unlikely to reflect the "whole truth") they nonetheless provide some important learning about how we are seen ...sadly not all mirrors reflect what we would like!

Critical (external and internal) stakeholder feedback (Synthesis of Conversations – all points raised by several people)

Systems and processes	Culture, attitude and relationships
<ul style="list-style-type: none"> • Parts of our “operating systems” (the means by which we do business) have the feel of a 1980s bureaucracy • We are described by outside stakeholders as inward looking, dysfunctional, often missing the big picture, focused on the micro. • Service boundaries or silos get in the way of intelligent solutions and, at times, individual “professional judgements” have more importance than what counts for service users and communities. • We have not been consistent in how we have approached first level service efficiency changes • Productivity is not a word consistently used or understood • Our approaches to managing performance are mixed. • Our IS and customer services infrastructure look frail and unfit for the future • We have no consistent approach to an information architecture or how we will move the business into the digital environment • Some of our in-house housing stock is at an unacceptably poor standard 	<ul style="list-style-type: none"> • Some of our Civic activity and services have become stagnant. • We are at times unable to operate at pace, with agility, to do what we say we will do, or make rapid enough decisions. • Members are left exposed by actions of officers and left to “clear up the mess”. • Stakeholders generally talk about a lack of consistent and high quality external or strategic dialogue or inconsistent working at essential relationships • Our ability to talk to communities and partners, get our messages out via communications and engagement is weak. We don’t manage our reputation well. • At times we push away the big, the novel, the risky even where others are offering to provide solutions for us. • We are not good at managing our brand - this at times leads us to “shoot ourselves in the foot” when we don’t need to. At a time when we need to work closely with our partners this is a significant risk to our credibility. • Creativity and innovation across the Councils is patchy in both designing community solutions and providing services.
People and skills	Strategy and leadership
<ul style="list-style-type: none"> • Some senior staff are not well known outside the Council. • We don’t have the skills as staff to lead our communities, enable, convene, mediate and provide confidence to others to take risks themselves. • Our procurement practices can seem opaque and our undertaking of Commissioning undeveloped. • We don’t make the most of the partnership opportunities we have. • We don’t understand the digital world – what it means for us and the opportunities it will provide – “We are not yet digitally savvy” • Our collective commercial/entrepreneurial “nous” is not where it needs to be. • Do our people have access to the learning opportunities they need for the future and do we know how to acquire them? 	<ul style="list-style-type: none"> • We are “over managed and under led” • Too often we look to our big brother and big sister (West Sussex County Council and Brighton & Hove City Council) for a lead. At our worst this can look like we have no policy of our own or we too often do things because “the Government says”. • Our strategy for economic development has historically adopted a planning based approach which does not always work for potential inward investment or key strategic partners • We have not fully developed or understood the value of our cultural and tourism offers and their impact on the local economy (culture for us is about “theatres” as opposed to a broader leisure, arts, retail, sports offer to “put us on the map”). • Although we know that we will face considerable financial challenges over the next decade (primarily with a reduction of RSG but with a number of demographic and infrastructure challenges as well), we have not developed a strategic approach to coping with those diminishing resources • Whilst Corporate Priorities were refreshed earlier in the year, they are general rather than specific and there is not yet good understanding of what they mean, and how we bring them to fruition. (The “when and the how are missing”).

Four focus areas

To change our capacity for adaptation and our reputation, we will need to focus on four key areas of work :

1. Providing or commissioning efficient and effective public services and solutions
2. Consistently developing the “Commons” to help our wealth generators and enterprising communities thrive
3. Becoming “Civic Social Entrepreneurs”
4. Demonstrating that we are confident and capable leaders of our places

And we need to do this on a reducing financial base in order to build our capacity for innovation. I am keen that “how” we do this is a design process led not only by our senior leaders but also by our staff, who should best know the needs of our communities.

1 Providing or commissioning efficient and effective public services and solutions

In some areas of our business, we’ve learnt from approaches such as “Lean”, BPR or systems thinking and made significant in-house transformations. In other areas, progress has been slower. Given that real service enhancements and tangible savings have been generated through this process we need to start by applying this ‘Best Practice’ universally across all service areas and create a culture of continuous improvement. Our work needs to be based on measures that assess outcomes against our key priorities as well as the satisfaction of our customers and residents. Our focus needs to be on:

- **Apply a consistent Systems approach across all business areas over next 18 months** : with specific targets for service and productivity enhancements and financial savings (or increased revenue generation).
- **Develop a mature strategic approach to procurement** : Procurement can represent up to 50% of a Councils budget. We need to develop a procurement strategy, upskill staff (potentially working with an expert partner), undertake a spend analysis and aggregate through category management, develop an asset reduction approach (with other partners), utilise technology, develop a supplier Management Plan and manage demand more effectively.
- **Strengthen our Contract Management and Project/Programme** : Management approaches and capacity.

- **Commissioning Capacity** : We will grow our capacity to use fully the potential of commissioning. Our conventional approach to sourcing - or the “make and buy” decision - has been drawn from the classic 4 areas:

“Make”	“Buy”	“Share”	“Divest”
<ul style="list-style-type: none"> • In house transformation (e.g. Lean/systems/BPR) • Continuous improvement 	<ul style="list-style-type: none"> • Outsourcing to private sector • Outsourcing to 3rd Sector • 3rd Sector or Private Sector joint ventures 	<ul style="list-style-type: none"> • Shared services (e.g. CenSus) • Shared Management (e.g. Adur & Worthing partnership arrangements) 	<ul style="list-style-type: none"> • Transfer to community organisations • Spin-off social business/social enterprise/Mutuals/Trusts etc. • Devolve to district or parish • Closure

We need to be more intelligence led in how we make these decisions and ensure that our strategic drivers (particularly our desire to support our wealth generators and create enterprising communities) influence our approach to sourcing decisions. Many local authorities have adopted a Strategic Commissioning approach to making those key decisions. Commissioning is not simply procurement (though that is part of it) it asks the fundamental questions of :

- what is the need that we are seeking to address?
- who is best placed to provide it?
- does it fit with our overall strategic objectives?
- what are the untapped resources that help create solutions?
- how best do we go to market(s) or negotiate with local providers for innovative solutions?

Rather than an ad-hoc approach to make or buy (or a opportunistic one) we will strategically commission key service areas.

- **New digital business models** : We will explore new digital models of doing business. Some District Councils are investing in ‘one technology platform’ that enables them to create new services and solutions around the needs of customers and communities. Others are transferring services to “Apps” platforms. We need to identify and plan our approach and align resources behind it.
- **Reviewing our assets** : In looking across our asset portfolio, and as opportunities arise, we will seek to create new long term revenue streams to replace a dwindling RSG. We will seek to work in joint ventures with others to improve and use our asset base more strategically.
- **Innovation and open minds** : We will invest in innovation processes where that makes sense, focus on outcomes (not inputs) and accept that not everything works first time.

2 Developing the “Commons” (including the digital Commons)

We will prioritise and invest in key services that we provide, not because they’re “statutory/non statutory” but because they are a fundamental infrastructure to supporting the wealth generators and the enterprising communities that we are seeking to grow. Tackling

some of the higher profile and difficult issues (parking, tourism, transport, housing and homelessness, town centre regeneration, economic development etc.) early on will be essential.

Developing (and maintaining) the “Commons” also includes an important role for “wise regulation”. We have a number of vital regulatory services that need to operate intelligently to ensure both fair and consistent approaches and that support our ambitions for wealth generation and enterprising communities.

3 Becoming Civic Social Entrepreneurs

- **Redefining our role** : We need to redefine both our role and our relationship with partners and communities. As well as expecting private sector and community sectors partners to take on a more entrepreneurial approach, we must do the same ourselves. That does not mean doing everything - it does mean that our role will be to bring together the key players, assets and intelligence needed in order to find sustainable solutions (via formal commissioning or other partnering arrangements).
- **Co-designing and co-producing** : Once we have identified a gap, we will co-design solutions and, at times, we will be involved in their delivery. At other times, we will step back and allow others to lead once a delivery approach is agreed. The entrepreneurial element that we need to adopt will allow us to see the potential, bring the right people together, help create a valid proposition and then know whether to lead, participate or withdraw.
- **Being ‘civic angels’** : At times we will need to be “Civic Angels”, taking an approach similar to a Business Angel supporting a new venture. That might be guidance, advice and mentoring, it might be helping community organisers to create the right networks. The leadership of the organisation in particular needs to become adept in this role. I will also expect senior managers of the organisation to take on a stewarding role of certain geographic communities, working closely with the ward councillors and supporting their democratic leadership role.
- **Getting involved** : We will actively encourage our staff to participate in the activities of enterprising communities via volunteering their skills and by shaping opportunities to learn new entrepreneurial skills. We will recognise that we have as much to learn as to teach and support.
- **Generating new social business ventures** : We will generate new social businesses by spinning out some existing services (or enabling joint ventures). We will support the fabric and networks of social business across our areas and ensure Adur and Worthing fully uses the Social Finance Market
- **Being open to community delivery** : Whether it’s a cultural offer, a leisure offer, housing, community regeneration etc., the Councils are no longer the “experts” and holders of all knowledge. We should be “open source” with our knowledge and information, welcoming mature co-design and participation in what we do. When we judge that communities are ready to actively lead we should enable them to do so. That applies in all of our services when we re-commission them and as a “default setting” for new investment.

- **Running experiments** : We need to start letting people run things where they can. We should actively set about a programme to grow the capacity and transfer the management of some of our assets to active community organisations that are ready and keen. Whether that's parks, allotments or housing estates, we will run experiments to scale, find out what works (and what doesn't) and take a proportionate view to managing risk in the process.
- **Steering our partners and supply chains** : When we commission and joint-commission, we will be clear that we expect our partners and delivery organisations to have a similar focus on supporting wealth generators and enterprising communities (from use of Section 106 monies, through to volunteer activities of their staff).
- **Use of the Community Rights package** : We will pro-actively encourage the use of the Community Rights package (and what we can do going beyond), particularly looking at our surplus and unused land assets to support and encourage the development of communities.

4 Demonstrating confident leadership of place

Using our democratic legitimacy, understanding of need and environment and networks of relationships, we will lead Adur and Worthing with clarity, confidence and with the ability to have "proper grown up conversations" when required. We will recognise that, whilst democratic legitimacy gives us significant influence, it does not translate into direct control over partners or communities. We can't force people to come with us, we need to encourage them and explain our approach to our future prosperity.

At times, we already lead our communities well. At other times, we miss opportunities or 'fudge' issues. Leadership of place is not easy – our political, managerial and partner relationship networks need to be better aligned and our managers better equipped to lead. Amongst the skills we will need to develop for stronger community leadership are :

- Commissioning and co-commissioning
- Convening (and being convened)
- Thinking and acting long term
- Coping with complexity, difference and conflicting views
- Listening and engaging
- Community mediation
- Visioning (and story-telling)
- Gaining confidence in strategic and community leadership and the handling of conflict (and letting go of some of our old ways of operating).

The four focus areas are clearly not all that we will do. They are however, a set of co-ordinated actions that will help us maximise the first two Wave Catchers and move us to being more Adaptive Councils.

Catching The Wave—And Catching It Now!

If we are going to ride the wave we need to understand 'the sea and the weather', make sure we have got the right surf board and that we are surfing in the right group.

This document pulls together a story of the changes needed - it's not a blue-print or a project plan for how we bring them about.

How do we do that:-

- **Share it with partners** and understand how it aids their agendas, ensuring we can work with them or understanding our differences
- **Create a programme for change** activity – 'Catching the wave'
- **Share it with our Managers and staff** – allowing understanding of the agenda and then encouraging co-design of local approaches.
- Create **a coalition of the willing** and the interested (inside the organisation and our external partners and communities)
- **Communicate** our intent and engage people in delivery
- Lose no time in **making changes** to our organisational ways of operating, cultures and structures.

Where will we start ?

- **Leadership team** : We will reshape the existing management/leadership capacity at officer level, creating a smaller leadership team, focussed on our key themes, that has the capacity and ambition required to Catch the Wave.
- **Create new structures** : Form follows function. We will reform our teams to reflect the key themes (rather than our current traditional functional structure), so that people can work together more effectively across professions to deliver our objectives. Our focus will be more on the outcomes we seek than the professional families of our history.
- **Working with Members** : We will carefully consider what 'Catching The Wave' means for elected Members. A growing community leadership role and a focus on priority areas will bring new demands, therefore a revisiting of how Members and officers jointly work together on the agenda.
- **Amplifying the enthusiasts** : We will unlock those parts of the organisational culture that are already home to innovators and adaptors.
- **Rebasing systems for adaptation** We will align our performance and reward and incentive and innovation systems behind the outcomes we seek. We will cut the unnecessary "red tape" that holds us back (whilst retaining what's needed for sound and accountable governance).
- **Redistributing resources** : We have the basis of a budget for 2014/15. We will need to revisit how we redistribute further resource in order to meet the new agenda. This may not be a dramatic redistribution but we will need to grow our capacity (in areas such as Economic Development, our Reputation and Communication, Productivity and Performance etc.), recognising we have no new financial resource.
- **Rewriting our policy agenda** : We will ensure we have a strong Policy agenda that links together our aspirations and is translated through business and budget planning over the longer term. Our policy work will drive our partnership, regional and national work – not the other way around.
- **Re-emphasising our partnership activity** : We will ensure that the partnership activity we are engaged in (and our key partners) have the opportunity to shape our approaches going forward. From the Waves Ahead (LSP) Partnership to how we work thematically with other public service organisations we will seek to use partnerships and relationships to Catch the Wave.
- **Communicating better** : We will need to conduct a significant piece of organisational (and cross-community) communication to explain what we are doing and why and encourage engagement in the agenda.

And finally

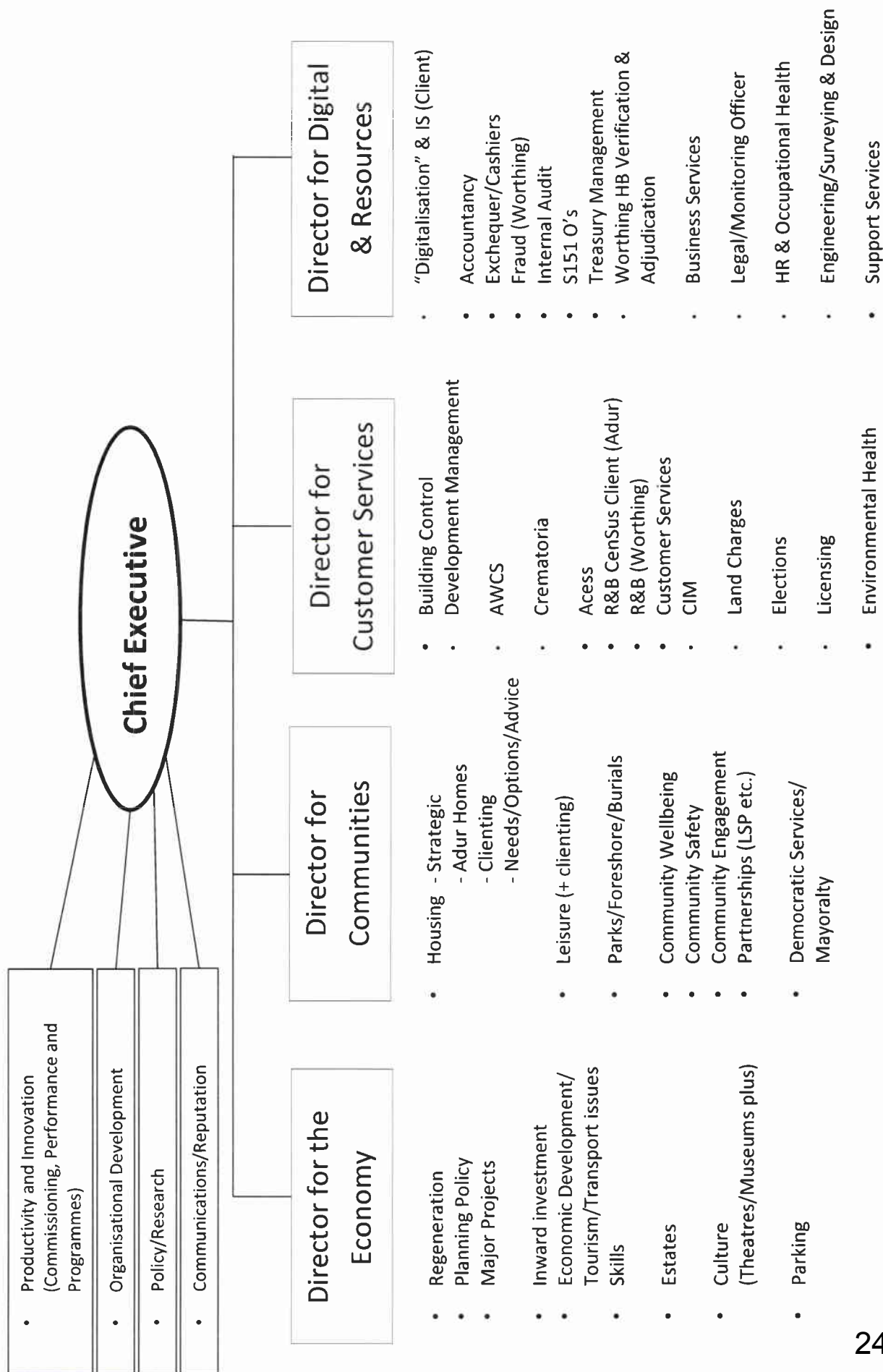
Even after a few months in Adur and Worthing, I can see a successful and prosperous future if we do the right things at the right time, catching the wave. Local Government and local governance still has an important role to play in shaping that future. The ambition of local individuals, businesses and communities; and an improving economic climate, allied with clarity about what the Council's priorities are in the future creates a powerful wave of opportunity.

I believe we should catch and ride that wave and my message would be "come on in - the water's lovely".



Worthing based Lewis Crathern : 4 times UK Kite Surfing Champion

APPENDIX 2 – Proposed new Senior Officer Structure



Locations:

1) Adur Civic Centre,
Ham Road,
Shoreham-by-Sea,
West Sussex,
BN43 6PR

Alex Bailey Chief Executive
Tel : (01903) 221001
(location 2)

2) Worthing Town Hall,
Chapel Road,
Worthing,
West Sussex,
BN11 1HA

Tel : (01903) 239999

3) Portland House,
44 Richmond Road,
Worthing,
West Sussex,
BN11 1LF

Tel : (01903) 239999

4) Commerce Way,
Lancing,
West Sussex,
BN15 8TA

Tel : (01903) 851729

Corporate Centre - not under any Executive Head: (these come directly under the Chief Executive)

- Coastal West Sussex
- Community Engagement
- Corporate Policy
- Equalities and Diversity
- Learning and Development
- Media and Communications
- Organisational Development
- Overview and Scrutiny Management
- Partnership Programme Manager
- Performance Management
- Strategic Risk Management
- Support to the Management Team
- Web Development Team

The following joint services come under the Central Sussex Partnership (CenSus):

- ICT
- Revenues and Benefits (Adur)
- CenSus is a partnership of four councils that are working closely together to deliver joint services:
- Adur District Council
- Horsham District Council
- Mid Sussex District Council
- Worthing Borough Council

Andrew Gardiner, Strategic Director
Tel : (01903) 221301 (location 2)



John Mitchell, Strategic Director
Tel: (01903) 221049 / 07717 867 702
(location 2)



Sarah Gobey
Executive Head of
Financial Services

Tel : (01903) 221221
(location 2)

- Services:**
- Accountancy
 - Exchequer Services
 - External Funding
 - Fraud Investigation (Worthing)
 - ICT (client side)
 - Internal Audit
 - Section 151 Role
 - Treasury Management
 - Worthing Housing Benefit Verification & Adjudication



(Vacant)
Executive Head of
Technical Services

- Services:**
- Business Services
 - Cemeteries and burials
 - Corporate Information Management
 - Engineering
 - Estates
 - Foreshore Management
 - Parking Services
 - Parks & Open Spaces
 - Support Services
 - Surveying & Design Services



James Appleton
Executive Head of
Planning, Regeneration
and Wellbeing

Tel : (01903) 221333
(location 3)

- Services:**
- Building Control
 - Community Wellbeing
 - Development Management
 - Regeneration
 - Planning Policy



Christine Ryder
Head of
Adur Homes
(Temporary)

Tel : (01903) 221233
(location 3)

- Services:**
- Adur Council Tenant Services
 - Building Services (DSU)
 - Housing Systems Support and Monitoring
 - Leaseholder Administration
 - Repairs and Maintenance
 - Supported Housing & Community Alarm
 - Surveying
 - Tenancy Services



Kevin Masters
Executive Head of
Customer Services

Tel : (01903) 221243
(location 3)

- Services:**
- Access Partnership
 - CenSus Relationship (Adur)
 - Customer Services
 - Revenues & Benefits (Worthing)
 - Technology and Business Solutions (TabS)
 - Waste Management
 - Worthing Crematorium



Jeremy Cook
Executive Head of
Corporate and Cultural
Services

Tel : (01903) 221028
(location 2)

- Services:**
- Contract Management - Adur Community Leisure Ltd (Impulse Leisure)
 - Democratic Services
 - Electoral Services
 - Leisure Facilities
 - Human Resources
 - Land Charges
 - Legal Services
 - Monitoring Officer
 - Worthing Museum & Art Gallery
 - Worthing Theatres



Paul Spedding
Executive Head of
Housing, Health and
Community Safety

Tel : (01273) 263363
(location 3)

- Services:**
- Community Safety
 - Environmental Health
 - Housing Need, Options & Advice
 - Licensing
 - Strategic Housing & Enabling

Note: All e-mail addresses are in the format - firstname.lastname@adur-worthing.gov.uk (eg alex.bailey@adur-worthing.gov.uk)

Last updated : 19-11-2013