



ADUR & WORTHING C O U N C I L S

28 December 2017

Joint Strategic Committee

Date: 9 January 2018

Time: 6:30pm

Venue: QEII Room, Shoreham Centre, Shoreham-by-Sea

Adur Executive: Councillors Neil Parkin (Leader), Angus Dunn (Deputy Leader), Carson Albury, Brian Boggis, Emma Evans and David Simmons

Worthing Executive: Councillors Daniel Humphreys (Leader), Kevin Jenkins (Deputy Leader), Edward Crouch, Diane Guest, Heather Mercer and Val Turner

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 on 5 December 2017, 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. Delivering Platforms for our Places: Progress Report June - December 2017

To consider a report from the Chief Executive, a copy is attached as item 5.

6. Response to the JOSC Youth Engagement Report

To consider a report from the Director for Communities, a copy is attached as item 6.

7. Adur Infrastructure Contributions - the Way Forward

To consider a report from the Director for the Economy, a copy is attached as item 7.

Part B - Not for Publication – Exempt Information Reports

None.

Recording of this meeting

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

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



ADUR & WORTHING
COUNCILS

Key Decision [~~Yes~~/No]

Ward(s) Affected: All

Delivering Platforms for our Places: Progress Report June - December 2017

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1 This is the second 6 monthly report on the Councils' Implementation of *Platforms for our Places*, and (along with the Progress Report at Attachment A) provides Joint Strategic Committee with the progress made and challenges experienced during the period June - December 2017.
- 1.2 There continues to be real progress on many of the commitments made by the Councils. A number are now complete, many in progress and only one showing "red" (or stuck).
- 1.3 The report also provides the opportunity for JSC to report to Full Council (and Overview & Scrutiny on 22nd March 2018) on progress

2. Recommendations

- 2.1 Note the progress made and challenges experienced during the implementation of *Platforms for our Places* over the period June - December 2017.
- 2.2 Request a further report in July 2018 outlining the progress for the period January - December 2018.
- 2.3 Request that the report in July 2018 includes a review of the commitments identified in *Platforms for our Places* and that in the light of completion of a number of these commitments, appropriate additional

commitments are added in consultation with relevant Executive Members against each of the Platforms.

2.4 Agree to refer this report to Joint Overview and Security Committee for its consideration.

3. Context

3.1 In December 2016 Adur and Worthing Councils adopted *Platforms for our Places* as the Councils' direction of travel for the next three years. Joint Strategic Committee requested reports on a six-monthly basis on the progress being made on the commitments set out in *Platforms for our Places*.

3.2 *Platforms for our Places* builds on the need to explore and reset our relationship with our residents, recognising as Councils we cannot and should not do everything for everyone. Our role as Councils (as well as providing great services and vital safety nets) is to create and maintain 5 essential platforms upon which our communities can build happy, healthy, prosperous and connected places.

3.3 *Platforms for our Places* identifies five platforms namely:

- a) Our Financial Economies
- b) Our Social Economies
- c) Stewarding our Natural Resources
- d) Services and Solutions for our Places
- e) Leadership of our Places

each platform is underpinned by a series of commitments

3.4 The July 2017 report to Joint Strategic Committee highlighted emerging issues from the first six months of implementation including:

- a) progress on major projects
- b) improving our visitor and cultural economies
- c) improving customer service
- d) developing our organisation, and
- e) working with partners

3.5 The July 2017 report to Joint Strategic Committee was also considered by Joint Overview and Scrutiny Committee (JOSC). JOSC commented that the analysis by platform was helpful and asked for more detail in future on any "red" commitments.

3.6 For the purposes of tracking the commitments a ‘traffic light’ system has been adopted:

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

4. Issues for consideration

An overview of our progress

4.1 The Progress Report ([Attachment A](#)), provides an overview of the main highlights, challenges and future focus in the development of the five platforms. The progress report also provides an overview of the current status of Platform commitments. Overall, of the 135 commitments 14 are completed, 69 “green”, 48 “amber” 1 “red” and 3 “grey”.

4.2 Amongst 135 commitments there is some particularly notable progress to report over the last 6 months. The Committee will note that there has been significant progress on prominent commitments including:

4.2.1 Our Financial Economies

- Adoption of an Adur & Worthing Economic Strategy
- Progress on the demolition of Teville Gate car park and the substantive re-development of “Station Square”
- Adoption of the Adur Local Plan after several years of work
- Creation of seafront and public realm opportunities for Worthing Town Centre
- Beginning the procurement of ultrafast dark fibre connectivity across West Sussex

4.2.2 Our Social Economies

- Developing new Housing & Homelessness Strategies.
- Creation of a strong and highly regarded community and voluntary sector infrastructure offer via Community Works

- Supporting our communities, in particular working with partners and residents to identified actions to support young people and mental health and homelessness.

4.2.3 Stewarding our Natural Resources

- Building strong networks internally and externally to promote sustainability, and community involvement and ownership.
- Development of sustainability principles and provision of training to staff in their use.
- Significant community involvement in the work to restore Brooklands Lake and surrounding park land.
- Promoting the low carbon economy through the installation of solar panels at Portland House, and the on-going installation of electric vehicle charging points.

4.2.4 Service & Solutions for our Places

- A number of service improvement projects, such as the on-boarding of Adur Revenue and Benefits, with the objective of improving customer experience and services.
- Re-designing our Human Resource Policies, and engaging staff to improve the capacity and engagement of one of our key resources - our staff.

4.2.5 Leadership of our Places

- Developing the Leaders of our Places, including elected members, business owners, and the community and voluntary sector. Our systems leadership learning module is being used by local NHS partners in developing locality based health teams.
- Developing elected members to meet the challenges and opportunities as 21st Century elected representatives.
- Adur and Worthing seen as valued and influential partners by West Sussex County Council, Greater Brighton, our NHS Clinical Commissioning Group and a range of business and community and voluntary sector leaders.

Moving towards the halfway point in Platforms for our Places

4.3 In summer 2018 we will reach 18 months into the 3 year programme. Quarter one of the next financial year will provide an opportunity to review all commitments to determine progress and continued relevance. Where significant numbers have been completed the opportunity arises to add any new emerging opportunities that support each platform. This will be undertaken by officers in partnership with relevant Executive Members and be reported for decision to JSC and the Councils.

'At Risk' Commitments

4.4 In response to JOSC's specific request that Joint Strategic Committee should note any "red" commitments there is only one such commitment as at December 2017. This is a reduction from seven in the report the Joint Strategic Committee considered in July 2017.

4.5 The "red" commitment relates the development of the Stagecoach site in Worthing (1.6.15). Whilst discussions with key land owning Stakeholders are on-going, at the date of reporting, there is insufficient progress to record this as anything other than "red".

5. Engagement and Communication

5.1 As outlined in the Progress Report engagement with our communities and partners is critical to realise objectives and deliver the commitments outlined in *Platforms for our Places*. It remains an important area of focus for Officers as we move into the first half of 2018.

6. Financial Implications

6.1 There are no specific financial implications to this report. Individual commitments that have capital or revenue consequences are individually assessed as part of the decision making process. The setting of a draft budget for both Councils for 2018/19 has been undertaken in parallel with *Platforms for our Places*.

7. Legal Implications

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

Background Papers

- *Platforms for our Places* (adopted by Adur District Council - 15 December 2016; adopted by Worthing Borough Council - 20 December 2016)
- Delivering *Platforms for our Places*: Mid-Year Report 2017 [Joint Strategic Report - 11 July 2017 (Item 5)]
- "Platforms for our Places" - Unlocking the power of people, communities and our local geographies [Joint Strategic Committee Report - 6 December 2016 (Item 6)]

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Sustainability & Risk Assessment

1. Economic

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

2. Social

2.1 Social Value

- 2.1.1 Developing our social economies is one of five platforms for development in *Platforms for our Places*. The Progress Report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this platform.

- 2.1.2 A particular focus of *Platforms for our Places* is how to build capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensure the Councils are providing a 'safety net' for vulnerable members of our communities.

2.2 Equality Issues

- 2.2.1 Through *Platforms for our Places* objectives is to build the capacity of our communities and engage with them to find solutions that and ensure our services are designed to respond meet their needs.

2.3 Community Safety Issues (Section 17)

- 2.3.1 There are specific commitments in *Platforms for our Places* which relate to promote our communities as safe places (2.6). Delivery of these commitments are in progress.

2.4 Human Rights Issues

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

3. Environmental

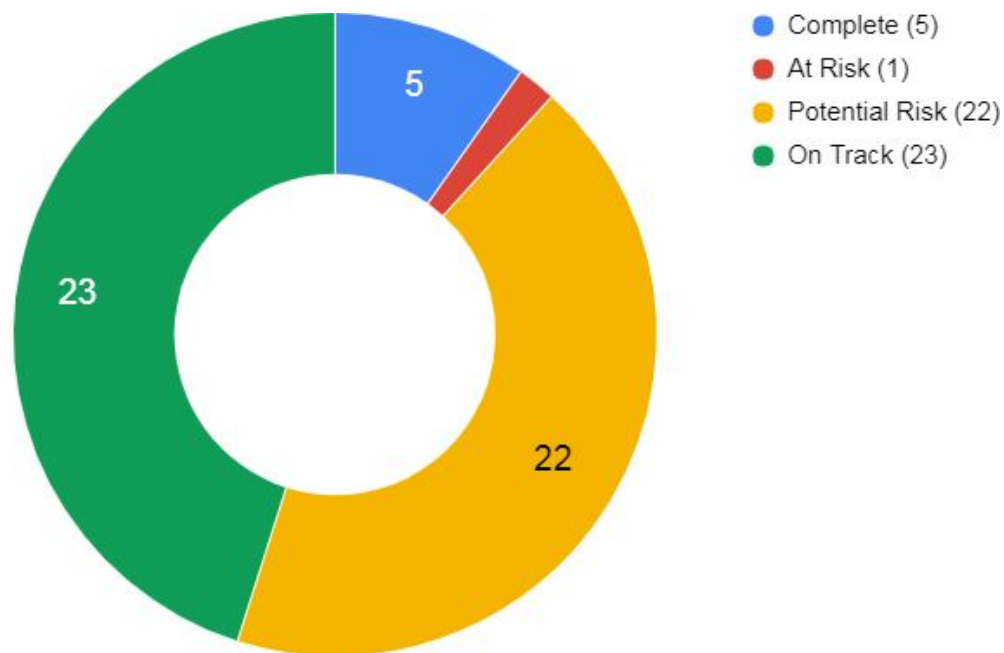
- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platforms for our Places*.

The Progress Report (Attachment A) provides an overview and highlights on how the Councils are working to develop this platform.

4. Governance

- 4.1 This report provides Joint Strategic Committee an overview of the progress being made to implement *Platforms for our Places*, the Councils' three-year plan to enable our places to thrive.
- 4.2 The presentation of this report and proposed recommendations to refer it to Joint Overview and Scrutiny Committee ensure that officers are accountable in delivering elected member's ambitions for our places.
- 4.3 The proposed review of commitments will ensure that officers can advise elected members how their strategic intent can be best achieved in response to emerging trends and thinking, and resources and barriers to maximising outcomes are effectively managed.
- 4.3 Working with local and sub-regional partners is a critical element in delivering *Platforms for our Places*. It will remain an important area of focus for Officers.

Commitment Tracker



Overview

- Major achievements over the past six months include the adoption of the Adur Local Plan and good progress on the preparation of a new Local Plan for Worthing. The Economic Strategy for Adur and Worthing has been adopted. A partnership approach with West Sussex County Council has identified a series of worked up proposals for public realm improvements

in Worthing and the new Seafront Strategy. The New Monks Farm planning application has been submitted; and planning permission secured for a new office development on the former Adur Civic Centre car park. The demolition of Teville Gate car park has commenced.

Platform Highlights

- Investing in our digital future:** Adur & Worthing have successfully led the Gigabit West Sussex project which has secured £4.66 million investment from the Department for Digital, Culture, Media and Sport Local Full Fibre Network Fund. Procurement has started and contract award is expected in April 2018.
- Enabling our creative economy to thrive:** We are seeing a positive response to our programmes at Worthing Theatres and Worthing Museum and Gallery, with a 11 per cent increase in ticket sales for the theatre and a 5 per cent increase in footfall at the Museum. We have facilitated the development of an Adur Coastal Community Team (CCT) and cultural economy plan following receipt of a £10,000 grant, bringing together a range of business and community partners.
- Working towards an enhanced Worthing Townscape:** The Worthing Seafront Investment Strategy. We have developed a strong partnership with West Sussex County Council to prepare a series of detailed, costed public realm improvements.
- Planning for Adur's Future:** After six years of work the Adur Local Plan has been adopted; guiding development in Adur over the next

OUR FINANCIAL ECONOMIES

fifteen years. During inspection the draft Plan was commended for its balanced approach in meeting the need for new development and protecting the environment. The Joint Area Action Plan for Shoreham Harbour has been adopted.

5. **People, Prosperity and Place:** A strong evidence base was used to identify emerging trends and opportunities for the future economic development outlined in the Adur & Worthing Economic Strategy 2018-2023. The strategy is supported by our businesses and focuses on key themes that fit with the Government's Industrial Strategy.

Challenges :

1. **Securing the redevelopment of major projects:** Finding innovative ways to unlock sites owned by third parties where original acquisition prices create real viability challenges.
2. **Bringing forward sites with viability and infrastructure challenges.** At times the Councils and landowners also are unable to overcome viability issues and additional support is required.

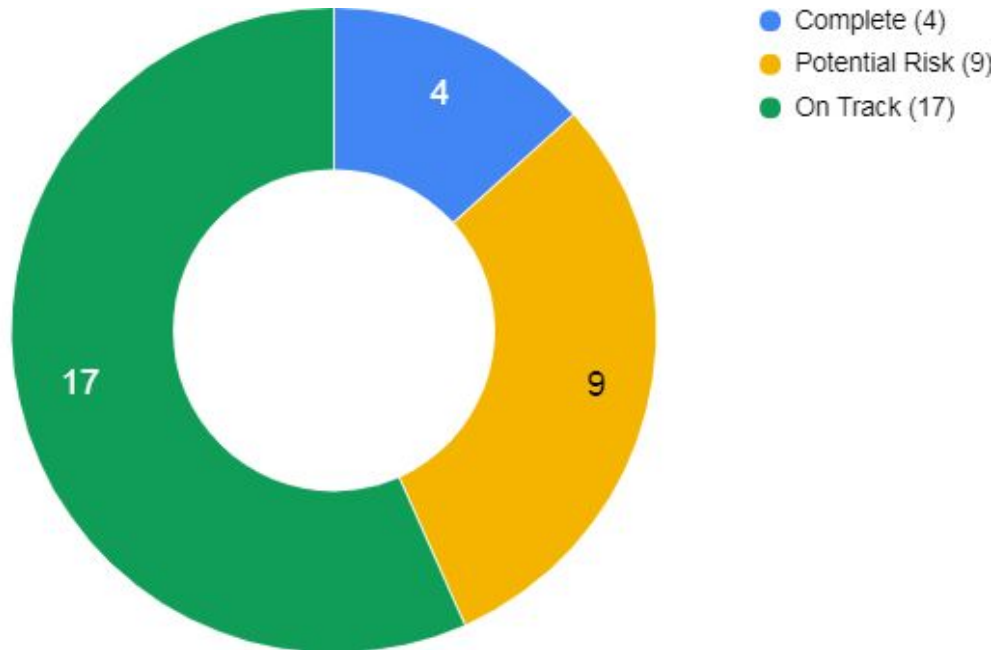
Future Focuses

1. **Preparing for our digital future:** Developing further place-based digital programmes, including public wifi, exploring the potential for a 5G test bed in Worthing town centre, exploring the expansion of Colonnade House as a digital hub, and further initiatives around digital tourism and the digital high street.

2. **Worthing Museum Redevelopment:** Continue to advance the **Museum redevelopment**, turning an existing concept into a clear action plan. The proposed scheme celebrates the quality collections and the beautiful architecture of the building.
3. **Demolition of Teville Gate:** Agreeing terms for the demolition of Teville Gate MSCP and adjoining buildings. The proactive decision by the Council to demolish Teville Gate car park is the culmination of significant work by Project Managers and Legal Officers to expedite development using funds advanced by the Coast to Capital LEP.
4. **Having secured planning permission for new commercial Offices at the Civic Centre site (north of Ham Road) in Shoreham ...** the challenge now will be to manage the build programme to schedule and budget.

The Red commitment : relates to bringing forward of a redevelopment scheme for the StageCoach site on Worthing seafront where uncertainty regarding value of the existing site is delaying relocation discussions.

Commitment Tracker



- Our Community Engagement work now spans Wellbeing, Environment, Waste and Housing teams, reducing duplication and focussing on important messages such as recycling, improving community resilience and building innovative ways of engagement such as through the recently launched ‘Growing Communities’ project with external community partner The Conservation Volunteers.
- Supporting our Communities to live well remains a key focus and strategically we are working closely with health partners and WSCC to drive forward integrated work around young people and mental health, reducing social isolation and preventing homelessness.

Overview

- In the last six months we have completed several housing related commitments under our new Housing Strategy, including revised policies for Temporary Accommodation and how we use our Disabled Facilities Grants, as well as agreeing a co-designed and widely owned Community Homelessness Strategy.

Platform Highlights

1. **Safeguarding with the taxi industry:** 460 taxi drivers have now completed Child Sexual Exploitation Training, the remaining 46 are due to attend by early 2018.
2. **Freeing-up Primary Health through community-based solutions:** “Going Local”, the social prescribing programme, has now completed its first year having supported over 600 clients.
3. **Improving Housing and Homelessness Services:** Two ‘SameRoom’ projects are underway in Housing. The first, to improve responsive repairs for Adur Homes residents, is in full flight, with trials of a new digital tool taking place in December 2017. Outcomes to date - urgent and emergency repairs response times are now at 98%. The ‘Preventing Homelessness’ project kicked off in September 2017 and has

welcomed participants from agencies including DWP, WSCC, charities and local housing providers to be part of a system wide project to identify and support vulnerable individuals and families as early as we can.

4. **Supporting our Community and Voluntary Sector:** Between July and October, Community Works provided support to 182 unique community organisations across A&W in areas such as governance & fundraising, including targeted support with organisations in some of our priority areas. CW more than doubled their A&W membership base in these three months and have continued to push their involvement in wider integration agendas, particularly supporting the development of the NHS Local Community Networks in A&W.

Challenges

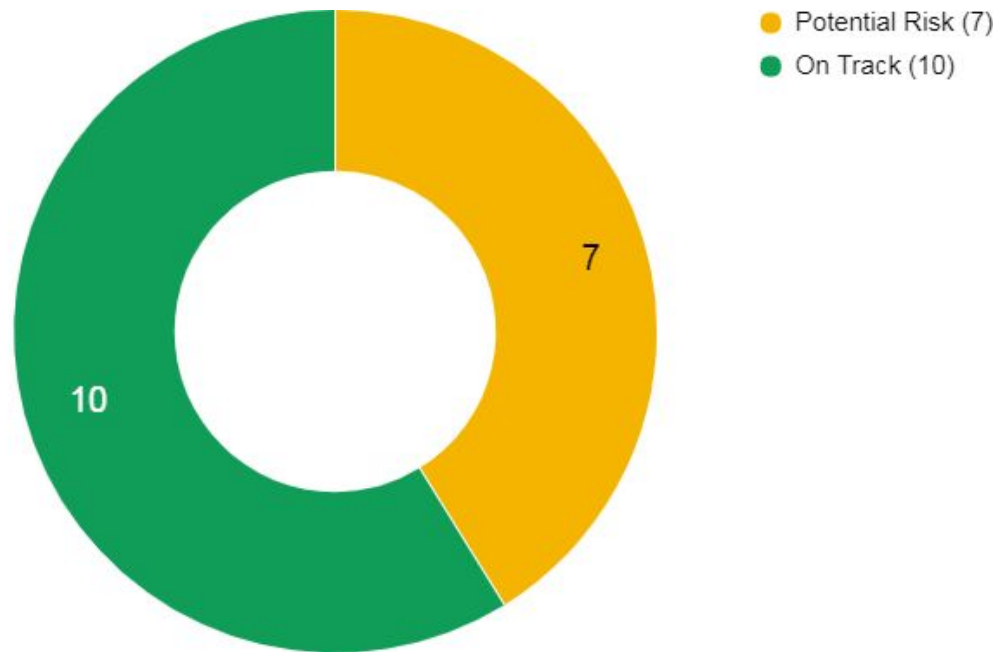
1. **Temporary Accommodation:** Securing sufficient suitable Temporary Accommodation (TA) continues to be a significant challenge which may be exacerbated by the implementation of the Homelessness Reduction Act from April 2018. The full roll out of Universal Credit (now delayed to July 2017 for Worthing) may also place additional burdens on families and individuals and increase the risk of homelessness. Certain changes to how the benefit is administered and to whom have recently been announced.
2. **Responding to complex needs:** Working with complexity is nothing new, however there is a trend of increasing complexity amongst those

we are supporting within the Communities Directorate, whether this is through housing, wellbeing, community safety, “Going Local” or other projects. Ensuring that we are working in partnership internally and externally is one of the key ways of ensuring we identify and work effectively to support those with the highest needs.

Future Focus

1. **New Approaches to Health and Wellbeing:** Developing our approaches to supporting Health and Wellbeing by linking our strategic planning, to integrated ways of working with other agencies - areas we will focus on include our:
 - a. Public Health Strategy;
 - b. Air Quality Strategy
 - c. County Wide - Wellbeing and Resilience strategy
 - d. Activity and Sports and Leisure Strategies (people and places)
 - e. Community Assets Strategy
2. **Responding to national reforms to welfare and homelessness prevention:** Welfare Reform and Preventing Homelessness - Continuing our multi agency focus is essential if we are to identify and supporting the most vulnerable.
3. **Addressing housing needs:** Increasing our portfolio of temporary accommodation and working with partners on longer term strategies to increase the supply of affordable homes in Adur & Worthing, including the development of HRA land in 2018.

Commitment Tracker



Overview

- We have successfully produced “Ways of Living” principles with a training programme for staff. Network groups internally and externally now run, and solar panels have been delivered at Portland House. Eight electric vehicle charging points are being installed imminently, and

energy use is being analysed at a building by building level to determine how best to reduce usage and cost.

- Our Environment and Waste teams have continued to engage our whole community and specific groups in projects and programmes that support our natural environment and ensures that we sustain our places for generations to come. This ranges from developing active community groups on specific projects to encouraging the whole of our communities to reduce waste and recycle.

Platform Highlights

1. **Council fleet innovation:** HiyaCar, the “Airbnb for business car travel” has been launched.
2. **Managing our urban forest:** We have surveyed 3,200 trees across Adur and Worthing, with particular attention on high profile parks, open spaces and Adur Homes Land.
3. **Brooklands Lake:** Dredging has started in Brooklands Lake and the ‘Friends of Brooklands Park’ group is now well established and is supported by Parks and Conservation Volunteers to be a powerful stakeholder in the park’s future.
4. **Developing the role of our Communities:** The Growing Communities Project was launched by The Conservation Volunteers (TCV) following successful £660,000 funding bid from the Big Lottery for the project across Adur & Worthing for the next three years

5. **Educating our Communities about waste:** Our Waste teams have begun a project in Findon Valley to improve information and communication to support waste management and reduction.
6. **Improving waste services.** A new digital process for managing the clinical waste process has been successfully implemented that will in time help provide similar benefits to our customers as enjoyed by those requesting green bins.
7. **Enhancing our natural heritage:** Successfully awarded £98,000 from the Heritage Lottery Fund to develop community engagement at our flagship garden Highdown. This we hope is a precursor to a larger bid to HLF in 2018.

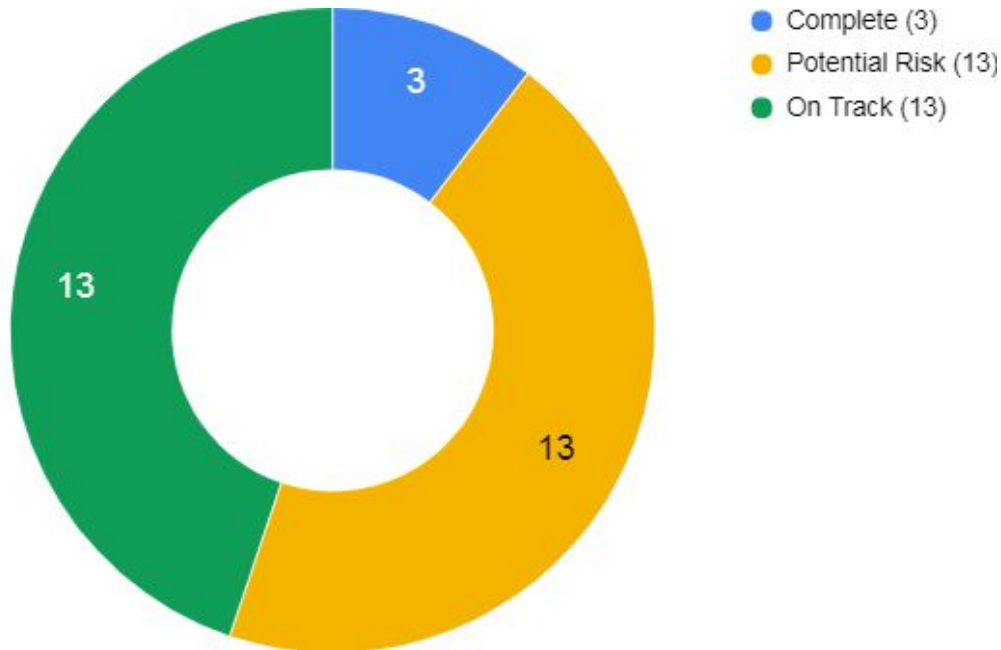
Challenges

1. **Cemeteries capacity:** Durrington Cemetery is nearing capacity. We are working closely with the Environment Agency and others to move forward on extending this in 2018.
2. **Engaging our communities:** Engaging effectively with all of our residents in a cultural shift to reducing waste and increasing recycling. A cross directorate Community Engagement Group has been formed with the aim of increasing recycling rates and projects are planned in partnership with local communities to try to address this issue.

Future Focuses

1. **Sustainable Transport:** Sustainable travel strategy development, including cycling and walking.
2. **Energy management:** Creating invest to save models for improved energy use in our buildings.
3. **Renewable energy:** Solar panels at the Shoreham Centre.
4. **Electric Vehicles:** Eight electric vehicle charging points being installed early 2018, and extending the electric vehicle charging point network
5. **Service changes:** Bringing our Waste, Recycling, Environment, Foreshore and Bereavement Services under one new team - Environmental Services.
6. **Empowering our community:** Continued development of community action to reduce waste, increase recycling and improve environmental outcomes for all.

Commitment Tracker



- Internal and external communications have been vastly improved, and our “Let’s Talk” and “Get Involved” staff engagement programmes have been successful. Our attempts to drive further commercial income is progressing well and is forecast to deliver £828,000 (against a £600,000 target in 2018/19).

Overview

- The last six months have seen some key projects being successfully delivered, including Adur Revenues & Benefits on-boarding, housing triage and housing register digital self-service, a significant HR policy review and a professional services framework created for property & construction.

Platform Highlights

1. **Innovation in Service Design:** “SameRoom” is now established as our change methodology using accredited customer service design principles. This is effectively helping services undergo deeper transformations by involving customers and frontline staff.
2. **Developing commercial opportunities:** Commercial income has over-delivered in each year against target and is forecast to deliver £828,000 in 2018/19. A ‘health check’ on our commercial income is underway to help explore new opportunities and identify any risks.
3. **Improving services with our digital platform:** Our digital platform strategy is proving effective, with same day response times in waste, online housing triage and a new digital housing repairs service ready for launch.
4. **Moderising our HR Policies:** HR policies & practices have been modernised, and the learning & development programme has been re-designed.

5. **Building capacity for capital projects:** A new professional services framework is helping create capacity for delivering property & construction projects and “unblock the pipeline” that was creating some delays in delivering the Capital Programme.

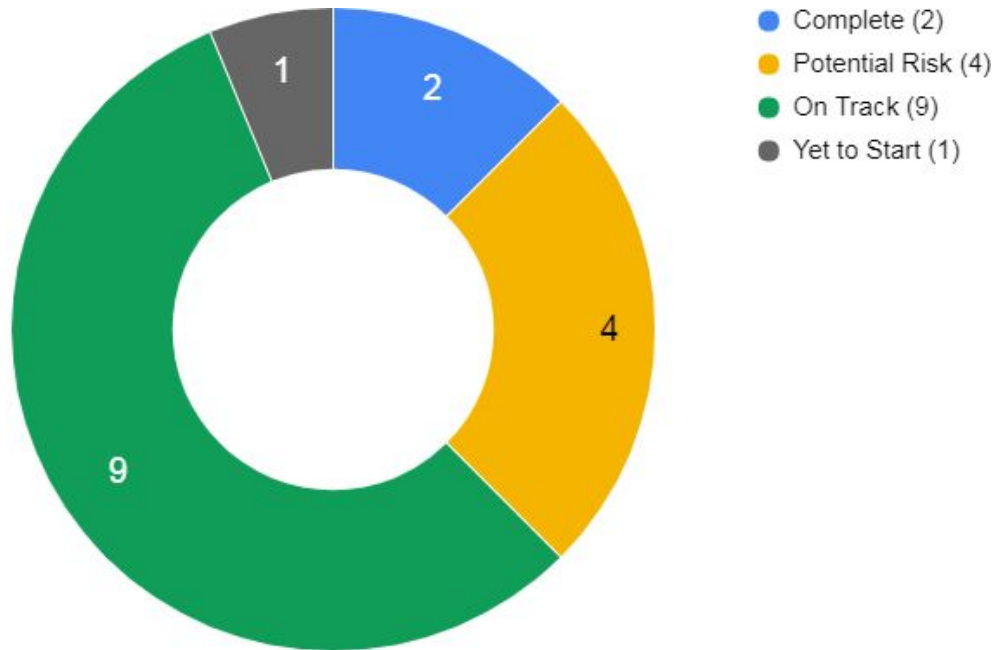
Challenges

1. **Responding to change in Revenue & Benefits:** After a successful process to on-board Adur Revenues & Benefits, the challenges for 2018/19 are to support the introduction of Universal Credit and to undertake service redesign and digital transformation.
2. **Prioritising service transformation:** With a significant programme of transformation ahead, resourcing for project management and digital development is a challenge and will require careful prioritisation.
3. **Telephony:** Our telephony contract is up for renewal and we need to replace the technology which has not kept up with industry advances.
4. **Property Portfolio:** The Councils’ commercial property portfolio is performing well and expected to deliver above-target growth in 2017/18. However we have not had the capacity to the develop our strategic management of the portfolio. This will be addressed with the recent appointment of an Asset Portfolio Manager.

Future Focuses

1. **Improving Service Planning:** Earlier development of service plans (Business Plans) which have a greater emphasis on customer/community/commercial outcomes rather than ‘savings’.
2. **Building our commercial capacity:** Developing our commercial operations including sales and marketing, along with approaches to help identify and support new ideas.
3. **Communicating our financial position:** Improving how we describe and present our medium term financial strategy, building further understanding of our key strategic initiatives.
4. **Developing capacity for service changes:** Developing “SameRoom” further, forging close links with organisational development to ensure managers and staff are able to drive change themselves and sustainably.
5. **Developing our managers and leaders across the organisation:** Developing our leadership and management apprenticeship, and other courses and forums to build future skills and drive collaboration.
6. **Taking advantage of digital innovations:** Ensuring our technology strategy is continually refreshed, with trials in voice controlled digital self service, real-time open data and Internet of Things.
7. **Reviewing customer services commitments** in light of strategic work planned for early 2018

Commitment Tracker



Overview

- Developing the Councils' relationship with our partners remains a central element in realising our objectives. We are facilitating the development of our place leaders and providing opportunities to share their expertise. We need to review how we can continue to share

information to provide positive outcomes for our clients and our communities.

- Providing opportunities for our elected members to develop their skills has been and will be a focus. Elected members have had the opportunity to take part in safeguarding training and a new programme lead by the LGA to recognise the changing role of elected Councillors in the 21st Century. We will build on this work with a new induction programme for elected members following the 2018 local elections.

Platform Highlights

- Developing the Leaders in our Place:** The Councils have delivered a range of activities to provide learning and upskill our communities on a diverse range of topics - safeguarding training for elected members and taxi drivers, developing leadership within our community and our elected members, and facilitating the sharing of best practice among businesses.
- Improving the Understanding of our Places:** The Councils have developed Communities and Wellbeing Evidence and Intelligence Framework and Economic databanks and economic profiles. The Intelligence Framework has informed the priorities for the Community Safety Partnership, while the economic databanks and profiles formed the evidence base for the Economic Strategy.
- Engaging with the City Region:** Adur District and Worthing Borough Council continue to actively participate in the Greater

Brighton Economic Board. At the Greater Brighton Cherette (28-29 Sept) the Councils' membership of the Economic Board provided an opportunity to promote Adur and Worthing across the City Region and to representatives from DCLG and DCMS.

4. **Developing shared leadership:** Through the secondment of senior members of staff to the NHS, we are able to bring our skills and capacity to bear for the benefit of Adur and Worthing and the Coastal West Sussex Region. In turn, these staff are able to bring the insights in improving health and wellbeing, and organisational development back to the Councils.

Challenges

1. **Information Sharing:** The Councils need to share information with place partners to effectively support our residents and deliver positive outcomes. The Councils have identified the need to update these information sharing arrangements continue to support clients and our communities more generally.

Future Focuses

1. **Development of New Member Induction Programme:** Officers are currently developing an induction programme to be ready for the new cohort of elected members following the local elections on May 18.
2. **Developing our data intelligence:** Developing our data analysis capability to improve improvement and monitoring, as well as

demonstrating live and real-time service performance reporting on our website.

3. **Strengthening partnership and engagement:** we will continue to develop relationships with local and sub-regional partners to address common issues, and enhance our strategic approach to engaging stakeholders and partners through the development of key principles.
4. **Developing our Place Identity:** Working with partners to improve how we position our places to attract investment and visitors to our local places and the City Region.

Yet to Start

1. The 'grey' commitment relates to 5.3.2. "Develop Adur and Worthing Councils digital platform capabilities to publish our data in automated ways, encouraging use of the data by businesses and communities through engagement events".

As more data is collected on our platforms over the next 12 months the Councils will develop ways that "opens" some key data sets to enable citizens to see it and use it to create social value.



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Key Decision No

Ward(s) Affected: N/A

Response to the JOSC Youth Engagement Report

Report by the Director for Communities

Executive Summary

1. Purpose

This report provides

- A further follow up report to address the issues/recommendations and any financial/legal considerations for each recommendation contained in the Youth Engagement Scrutiny Report
- Information to assist the Executive in providing a formal response to the Joint Overview and Scrutiny Committee.

2. Recommendations

It is recommended that the Executive's response to JOSC includes:

2.1 Recommendation One

To support and encourage the Youth Councils to work with Community Works with a view to enabling funding for their Support Worker to continue after the current one year funding.

2.2 Recommendation Two

The Councils to review their Web Pages and social media interaction with young people.

2.3 Recommendation Three

That there should be Young People Member Champions, with Members discussing and agreeing who should take on this role and thereafter communicating this to the Youth Councils.

2.3 Recommendation Four

That the Councils work with the Youth Councils and Young People Member Champions to identify key policies that are being reviewed that the Youth Councils will be consulted on.

2.4 Recommendation Five

That Council Officers work with the Youth Council and others to review their priorities and assess whether these are be viable.

3.0 Context

- 3.1** This Committee considered a report at its October meeting which requested that Joint Strategic Committee receive and note the findings and recommendations of the Youth Engagement Working Group set up by the Joint Overview and Scrutiny Committee.
- 3.2** It was proposed that a further follow up report be presented to this Committee on the issues / recommendations and any financial / legal considerations for each recommendation. This would then enable the Committee to provide a formal response from the Executive to the Scrutiny proposals.
- 3.3** The recommendations from JOSOC are outlined below, with an assessment of them alongside the legal and financial implications.

4.0 Assessment of the Recommendations

- 4.1 That the proposed agreement between Sussex Clubs for Young People and Adur and Worthing Councils to provide some much needed funding for the provision of a support worker for the Adur & Worthing Youth Councils for 12 months be welcomed but that the Councils, working with Community Works and other partners to support the development of funding and governance of the Youth Council, be encouraged to continue to source other funding streams that will enable the continuation of the Support Worker post beyond the 12 month period, possibly encouraging local businesses to sponsor the Youth Council; his is because**

Why? - Because there is a need to provide support for the Youth Council for the good of the young people and to work with the *young people involved*.

- 4.2** Adur and Worthing Councils have worked with Sussex Clubs for Young People to identify funding and recruit an officer to support the Youth Council.

This officer started on 20th November 2017. The funding for this post is for one year and now the Youth Council will be encouraged to work with Community Works to obtain funding to sustain this post beyond the year, either by external funding or local business sponsorship.

4.3 **Financial implication:** Adur and Worthing Councils have contributed £3,500 and Sussex Clubs for Young People have contributed £5,000 to fund the Support Worker for the Youth Council for a year. No further funding is available from the Councils to continue this support and therefore the Youth Councils are advised to work with Community Works for source future funding.

4.4 **That the Councils help to develop and improve formal channel of communication for the young people wishing to access information for local services provided by the Councils and others for young people. It is suggested that this could be implemented by improving the young people's pages on the Councils' website and also identifying an appropriate point of contact within the Councils for young people to go to when they require assistance which will help improve the support provided for young people. It is also considered that there is a need for an improved social media dashboard/portal.**

Why? - Because young people have told us that the website pages are ineffective and do not provide useful information, or meet their needs.

4.5 It is acknowledged that young people use the Internet and Social Media as a main form of communication. The Councils communication team is planning a review of the website content and approach in 2018 and If agreed, it should be possible to involve young people in some aspect of this process.

4.6 With regards to a point of contact for young people to go to when they require Assistance it is unclear specifically what this relates to. If it is regarding the website and digital comms we now have a much more active social media offer and individuals are communicating directly with our customer services Team digitally, to resolve issues across a number of teams. The JOSOC Working Group also discussed the possibility of identifying member champions who could perhaps perform the role of bridge into a number of Council departments.

4.7 **Financial Implication:** Budget would need to be identified for staff time to facilitate the website consultation process as well as resource to change the web pages if outside the current scope being developed.

4.8 **That the Councils commit to consult with the Youth Councils on any new policies or amendments to existing policies which are being considered**

that might impact on young people and when reports are being produced that they include a section on the implications for young people.

Why? - Because Young People have told us that they want to be involved in their community and have a say in issues that affect them. At the moment there is a general view from young people that their views are being overlooked by the Councils.

4.9 As young people are the future of our Communities, we could identify that all our policies impacting our communities would have an impact on them. If they were to be consulted on every policy this could be quite a commitment. What we propose is that we work with the Youth Councils to agree which type of policies they would like to be consulted on and give them the opportunity to comment on these within an agreed timescale.

4.10 **Financial Implications:** Officer time

4.11 **That the Systems Leadership work approach being undertaken by Adur and Worthing Councils be welcomed as an effective way to engage with young people to find out more about what they need from their Communities.**

Why? - Because this approach is a good way to engage with young people and find out what they need to thrive.

4.12 This approach has been welcomed by both organisations and young people themselves to identify what young people need to thrive. Officers from across a number of organisations are meeting in January to agree a way forward to continue to develop this piece of work and ensure that it is embedded in how we engage with young people.

4.13 **Financial Implication:** To be confirmed when further actions are agreed.

4.14 **That the findings from the Youth Council Focus Groups/surveys be noted and the Working Group would encourage relevant Council Officers/Service areas to undertake further work with the Youth Council to see if any of their requests can be introduced by the Councils or other stakeholders/businesses.**

Why? - Because the Working Group considers that the views of young people are important and young people should be listened to. It may not be possible to introduce everything that is being requested but further discussions by the Councils and others may lead to long term improvements for young people services.

4.15 The Youth Councils' Focus Groups/surveys outlined 4 priorities for them to address. These included:

- ***To increase the number of young people attending cinema/theatre in Worthing;***

Their survey suggested that only a small proportion of young people regularly use Worthing based cinema/theatre as they feel the cost is too high - they would use them if the cost was lower.

- ***To provide alternative, additional outdoor activity equipment throughout the locality to engage those young people not catered for and to expand the range of social space activities for young people to utilise;***

Through their consultation young people have said that they would use more age appropriate activity equipment if it was provided. More lighting, bins, seating and sheltered seating were identified as needed by young people using parks.

- ***To expand on young people's use of local businesses, encouraging them to see Worthing as an alternative shopping destination to other bigger towns. To encourage businesses to embrace the young people as future consumers of their products and to bridge the gap between child concessions and those already in paid employment.***

Access to a concession card that could include theatre admission was identified as a way to support this.

4.16 Meetings could be arranged with officers both within the Councils as well as linking the Youth Council to our contacts in partner organisations to help to investigate these priorities. All of these will have financial implications and will need to be looked at individually to assess if they are viable to take forward.

4.17 **Financial implications:** Officer time to progress and potential capital expenditure. External partner costs are also implied, if agreements can be reached.

5.0 Engagement and Communication

5.1 As part of this process, a JOSOC Working Group was implemented. This group included Council Officers, Members from both Adur and Worthing and Youth Council reps.

5.2 The Youth Council also consulted with young people through Focus Groups and a Survey to get feedback on their priorities. The detail of this is found in the background paper.

5.3 Internal and external engagement with Officers would be required to consider if the Youth Councils' priorities can be progressed.

6.0 Financial Implications

- 6.1 To deliver the Recommendations, significant officer time largely from Communication and Wellbeing areas would be required. This would be in addition to existing commitments and currently is unfunded. Officers would clearly also wish to work with WSCC as they have the statutory responsibility for youth provision.
- 6.2 There would be specific financial implications for Recommendation Four. This would need to be worked through with the Youth Councils.

7.0 Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of its functions.
- 7.2 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.3 Section 1 of The Local Government (Contracts) Act 1997 provides that every statutory provision conferring or imposing a function on a local authority confers the powers on the local authority to enter into a contract with another person for the provision or making available of assets or services, or both (whether or not together with goods) for the purposes of, or in connection with, the discharge of the function by the local authority.
- 7.4 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

Background Papers

[2017.10.10 - JSC - Youth Engagement Review](#)

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Sustainability & Risk Assessment

1. Economic

Should young people be encouraged to use local businesses, shops and particularly local venues, this will have an economic benefit to the area.

2. Social

2.1 Social Value

The Recommendations will impact on Young People and have the potential to improve the lives of Young People. If young people feel involved in policy setting they will feel more a part of building their future.

2.2 Equality Issues

Young people have told us that they want to be involved in their community and have a say in issues that affect them. At the moment they tell us that their views are being overlooked by the Councils. Consulting with Young People on relevant policies will involve them in issues that will impact their futures.

2.3 Community Safety Issues (Section 17)

Matter considered and no issues identified.

2.4 Human Rights Issues

Matter considered and no issues identified.

3. Environmental

Should young people use more local businesses, shops and venues, this, in turn, will have a positive environmental benefit as they will be using less transport.

4. Governance

Matter considered and no issues identified.



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
9 January 2018
Agenda Item 7

Key Decision: No

Ward(s) Affected: All

Adur Infrastructure Contributions - the Way Forward

Report by the Director for the Economy

Executive Summary

1. Purpose

- 1.1. On 24th July 2017 the Adur Planning Committee considered a report entitled 'Adur Infrastructure Contributions - the Way Forward'. The report discussed the current system for obtaining infrastructure contributions in the Adur Local Plan area (Adur District, minus the South Downs National Park); the work which had been undertaken so far on the Community Infrastructure Levy (CIL); and options for the future. The report recommended that no further work was undertaken on CIL, but that the current approach of using solely planning obligations should be maintained until there was greater certainty as to whether the Government would proceed to an alternative to CIL as outlined in the Expert Panel Report accompanying the recent Housing White Paper. (Please read Adur Planning Committee report for full details).
- 1.2. The Committee agreed to recommend that Option 2 of that report be taken forward, i.e. not to progress the proposed Community Infrastructure Levy (CIL) for Adur, but to maintain the current s106 regime until an alternative to CIL is introduced by the Government.

2. Recommendations

The Joint Strategic Committee is recommended to:

- 2.1. Consider the recommendation made by the Adur Planning Committee sitting on 24th July 2017 that Option 2 of that report be taken forward, i.e. not to progress the proposed Community Infrastructure Levy (CIL) for Adur, but to maintain the current s106 regime until an alternative to CIL is introduced by the Government.
- 2.2. Or alternatively that Option 1 is taken; that is, to continue with work to progress CIL and adopt prior to the introduction of any alternative approach to collecting infrastructure contributions by the Government.

3. The Current System: Infrastructure Contributions in Adur at Present

- 3.1. Delivering sustainable communities requires infrastructure and community facilities to support growth. At this point in time, contributions towards infrastructure in Adur are collected through section 106 agreements (also known as planning obligations). Whilst these agreements can provide an effective means to collect money from developers to support growth, there are restrictions on how s106 can be used.
- 3.2. Adur collects infrastructure contributions through s106s for a variety of infrastructure improvements. An Interim Planning Guidance document (July 2013) 'Planning Contributions for Infrastructure Provision' sets out the current approach, which has been reasonably effective in Adur in terms of securing appropriate infrastructure to support new development.
- 3.3. In addition to the restrictions referred to above, a 'pooling restriction' was introduced by Government in April 2015. This restricts local authorities from using more than five separate planning obligations for a specific project or item of infrastructure.

4. The Community Infrastructure Levy

- 4.1. The Community Infrastructure Levy (CIL) is a charge which local authorities in England can levy on most types of new development in

their areas when it is viable to do so and was introduced by the Planning Act 2008 and brought into law through the CIL Regulations 2010 (as amended). The levy can be used to provide infrastructure to support the development in an area in line with local authorities' Development Plans. CIL is not mandatory.

- 4.2. The Government's intention was that s106 agreements would continue to be used for affordable housing and any significant site specific requirements. CIL was intended to be a generally straightforward 'tariff' style approach (based on the development of additional floorspace) to collecting contributions towards the provision of infrastructure needed to support growth, which would largely replace existing s106 agreements. A number of amendments have been made to the CIL regulations since its introduction. There is a statutory process for the development of CIL.
- 4.3. Alongside the publication of the Housing White Paper earlier this year, the Government published 'A New Approach to Developer Contributions' by the CIL Review Group. This group was set up by the Government in November 2015, to assess the extent CIL is providing an effective mechanism for funding infrastructure, and to recommend changes to improve its operation in support of wider housing and growth objectives.
- 4.4. Many issues with CIL have been identified by the Review Group. These include the fact that the potential amount of CIL which can be raised has been adversely impacted by a number of exemptions introduced by the Government through amendments to the CIL regulations; that where CIL has been adopted, it has raised only a fraction of the receipts anticipated at inception of the regime and affected the level of affordable housing that can be delivered. Furthermore the report concluded that CIL has not resulted in infrastructure being provided when needed to support development (or affordable housing), and is particularly unsuited to larger developments.
- 4.5. The Review Group found that section 106s continue to be used to a greater extent than had been anticipated - particularly where they are required to ensure infrastructure is delivered on-site. As a result CIL is not appropriate for many strategic developments which need to deliver significant onsite infrastructure.

5. Issues for consideration

- 5.1. The CIL Review Group's report goes on to recommend a new approach to collecting developer contributions - a streamlined low-level tariff referred to as the Local Infrastructure Tariff (LIT). The Group's report states that a broad, low-level LIT would allow for a simplification of the regulations and streamlining of the process to set up and collect LIT - reducing the burden on local authority resources and the length of time taken to put measures in place.
- 5.2. Given the progress made on the Adur Local Plan, the report of the CIL Review team, findings from the operation of the Worthing CIL, and the opportunity to review the Adur Local Development Scheme (LDS), it is timely to consider how best to proceed with regards to the collection of infrastructure contributions in Adur.
- 5.3. The Adur Local Development Scheme 2016-2018 states that work on a Community Infrastructure Levy for the Adur Local Plan area will be progressed from 2017 onwards; anticipating submission of a Charging Schedule in December 2017, examination in February 2018, and adoption in May 2018. However this timetable is unlikely to be achieved. (The start was delayed due to work which needed to be submitted post-Examination hearings; and the White Paper was subsequently published, prompting a reconsideration of the appropriate way forward).
- 5.4. Some work to establish the potential parameters of a CIL for Adur has already been carried out. As part of the emerging Adur Local Plan evidence base, several iterations of a 'Whole Plan Viability and Community Infrastructure Levy Viability Study' were carried out for Adur DC by Nationwide CIL Consultants (NCS), the latest published in January 2017. This found that a limited number of sites were likely to generate CIL. (The report to Adur Planning Committee on 24th July considers key findings in more detail - see paragraphs 3.1 - 3.17 of that report).

6. Engagement and Communication

- 6.1. Two options were presented to Adur Planning Committee in the report of 24th July 2017 as follows.

- 6.1.1. Option 1: Continue with work to progress CIL and adopt prior to the introduction of any alternative approach to collecting infrastructure contributions by the Government.
- 6.1.2. Option 2: Not to progress CIL, but to maintain the current s106 regime until an alternative to CIL is introduced by Government.
- 6.2. The Committee agreed to recommend to the Executive Member for Regeneration that Option 2 of that report be taken forward, i.e. not to progress the proposed Community Infrastructure Levy (CIL) for Adur, but to maintain the current s106 regime until an alternative to CIL is introduced by the Government.
- 6.3. It is likely that some form of consultation would be carried out by Government should it introduce LIT, or an alternative scheme.

7. Financial Implications

- 7.1. If option 1 is progressed, resources will be required to undertake further viability work, and to progress the CIL Charging Schedule through the statutory procedures, including consultation and Examination. Based on experience at Worthing, it is likely that the Council would need to spend £30,000 - £40,000 to fund the initial viability work and the subsequent examination for a scheme which may only be in operation for a short time before it is replaced by LIT scheme.
- 7.2. If option 2 above is progressed, it should be noted that relevant s106 would be still collected prior to the introduction of LIT or a similar replacement. This would avoid the need to spend up to £40,000 on the development of a CIL scheme.

8. Legal Implications

- 8.1. Legal provisions for the progression of CIL are set out in the Community Infrastructure Levy Regulations 2010 (as amended). The basis for s106 contributions may be found in the Town and Country Planning Act 1990 (as amended). Legal provision for LIT (or an alternative) have not yet been published.

Background Papers

- Report to Adur Planning Committee 24th July 2017
<https://www.adur-worthing.gov.uk/media/media.145232.en.pdf>
- Minutes <https://www.adur-worthing.gov.uk/media/media.145445.en.pdf>
- CIL Regulations 2010 (as amended):
- Interim Planning Guidance document 'Planning Contributions for Infrastructure Provision' (Adur DC July 2013).
- 'Whole Plan Viability and Community Infrastructure Levy Viability Study' were carried out for Adur DC by Nationwide CIL Consultants (NCS), the latest published in January 2017.
- Adur Local Development Scheme 2016-2018.
- Housing White Paper 'Fixing Our Broken Housing Market' 7 February 2017 DCLG.
- 'A New Approach to Developer Contributions' by the CIL Review Group; published by DCLG 7th February 2017.

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Sustainability & Risk Assessment

1. Economic

- Delivering sustainable communities requires infrastructure and community facilities to support growth, including economic development.

2. Social

2.1 Social Value

- The proposals aim to facilitate the most effective way to deliver infrastructure required to support growth.

2.2 Equality Issues

- Infrastructure to be delivered is identified in the Infrastructure Delivery Plan 2016 which accompanies the Adur Local Plan. An Equalities and Health Impact Assessment was carried out to accompany the Local Plan.

2.3 Community Safety Issues (Section 17)

- No specific matters identified; however infrastructure (or the design of infrastructure) may be used to address crime and disorder issues

2.4 Human Rights Issues

No issues identified.

3. Environmental

- Infrastructure items may include facilities which make positive contributions to the environment; for example open spaces; equipment to monitor air pollution.

4. Governance

- Building/ commissioning infrastructure is key element of Platform 1 - Our Financial Economies - in Platforms for Our Places'.
- It is important that appropriate infrastructure is delivered in a timely manner, in accordance with the regulatory and legislative framework.