



ADUR & WORTHING
COUNCILS

8 September 2020

Joint Overview & Scrutiny Committee

Date:	17 September 2020
Time:	6.30 pm
Venue:	Remote Meeting via Zoom

Committee Membership:

Adur District Council: Councillors; Stephen Chipp (Adur Chairman), Joss Loader (Adur Vice-Chairman), Carol Albury, Catherine Arnold, Kevin Boram, Ann Bridges, Paul Mansfield and Debs Stainforth

Worthing Borough Council: Councillors; Keith Bickers (Worthing Chairman), Karen Harman (Worthing Vice-Chairman), Margaret Howard, Charles James, Richard Nowak, Jane Sim, Bob Smytherman and Carl Walker

Agenda

Part A

1. Declaration of Interests

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

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

2. Substitute Members

3. Confirmation of Minutes

To approve the minutes of the Joint Overview and Scrutiny Committee meeting of held on 23 July 2020, copies of which have been previously circulated.

4. Public Question Time

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by 12.00pm Tuesday 15 September

Where relevant notice of a question has not been given, the person presiding may either choose to give a response at the meeting or respond by undertaking to provide a written response within three working days.

Questions should be submitted to Democratic Services
democratic.services@adur-worthing.gov.uk

(Note: Public Question Time will operate for a maximum of 30 minutes.)

5. Items Raised Under Urgency Provisions

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

6. Consideration of any matter referred to the Committee in relation to a call-in of a decision

7. Executive Members for Regeneration interview (Pages 1 - 4)

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

8. Delivering 'Platforms for our Places: Going Further' - Progress report January to June 2020 (Pages 5 - 32)

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

9. JOSC Working Group on review of Climate Change issues (Pages 33 - 46)

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

10. Joint Overview and Scrutiny Committee Work Programme for 2020/21 (Pages 47 - 60)

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

11. JOSC Working Group on the review of the Adur Homes Repairs and Maintenance Service (Pages 61 - 74)

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

Recording of this meeting

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

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

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

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
17 September 2020

Key Decision [No]

Ward(s) Affected: N/A

Executive Members for Regeneration interview

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

1.1 This report sets out background information on the Portfolios of the Adur and Worthing Executive Members for Regeneration to enable the Committee to consider and question the Executive Members on issues within their portfolios and any other issues which the Executive Members are involved in connected with the work of the Councils and the Adur and Worthing communities.

2. Recommendations

2.1 That the Committee consider any representations from the Executive Members on the work within their Portfolios, priorities and areas of focus; and

2.2 That the Committee question the Executive Members on the progress being made to achieve the priorities within their Portfolios and make appropriate comments or recommend suggested action to the Executive Members for their consideration.

3. Context

- 3.1 As part of its Work Programme for 2020/21, the Joint Overview and Scrutiny Committee (JOSC) have agreed to interview the Leaders and all Executive Members on their priorities for 2020/21.
- 3.2 As part of their fact finding/investigative role, JOSC are asked to consider the roles and responsibilities of the Executive Members for Regeneration. It is part of the Scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Executive Members on any issues relating to their Portfolios.
- 3.3 The Committee are entitled to ask for further investigation into items where they may not be satisfied with the progress as described.

4. Issues for consideration

4.1 Both Executive Members have responsibility for the following:-

- Economic strategy and development, including regeneration (visitor economy, tourism, Adur Festival, business partnerships, concessions, events and/or projects to encourage or are likely to generate viable, sustainable economic gain)
- Education liaison.
- Transport planning and infrastructure.
- Planning policy, Local Development Plans, conservation areas and management plans, development briefs, infrastructure delivery plans.
- Building Control.
- Coastal West Sussex
- Town Centre management (Adur)
- Flood prevention, including coastal protection, land drainage and flood protection
- Adur Local Plan
- Beach Huts and Chalets (Worthing)
- Beach Maintenance (Worthing)
- Foreshore management, including Worthing Pier.
- Health and safety and civil contingencies (Emergency Plan), including business continuity (Worthing)
- Tourist Information Centres (Worthing)
- Local Growth Plan (Worthing)
- Streetscene, including abandoned vehicles, bus shelters, enforcement, street names and numbering, road name plates, street furniture (Worthing)
- Highways liaison (Worthing)
- On and off-street car parking (Worthing)
- Transport (maintenance) - (Worthing).

- Cultural Projects and public entertainments (not covered by the licensing functions, with a potential attendance of 500) to enhance the Borough's cultural offer to residents and visitors (Worthing).

4.2 JOSC is requested to ask questions of the two Executive Members based on their responsibilities outlined in paragraph 4.1.

5. Engagement and Communication

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

6. Financial Implications

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

7. Legal Implications

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

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

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

Background Papers

Platforms for our Places: Going Further

Officer Contact Details:-

Mark Lowe

Scrutiny and Risk Officer

Tel:01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified but some issues contained within the Executive Member Portfolios are related to economic issues and impact.

2. Social

2.1 Social Value

Matter considered and no direct issues identified but some issues within the Executive Member Portfolios do impact on the communities.

2.2 Equality Issues

Matter considered and no direct issues identified but some of the Portfolio areas do impact on access or participation.

2.3 Community Safety Issues (Section 17)

Matter considered and no direct issues identified but some of the issues within the Portfolios do have community safety implications.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered and no direct issues identified but some of the issues may have environmental implications.

4. Governance

Matter considered and no direct issues identified. JOSC is responsible for holding the Executive Members to account and the process for this is set out in the JOSC Procedure Rules in the Constitution.



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
17 September 2020

Key Decision [No]

Ward(s) Affected: N/A

Delivering 'Platforms for our Places: Going Further' - Progress report January to June 2020

Report by the Director for Digital, Sustainability and Resources

Executive Summary

1. Purpose

- 1.1 This report provides the Joint Overview and Scrutiny Committee (JOSC) with an overview of progress on the delivery of the commitments set out in '*Platforms for our Places: Going Further* over the period January to June 2020.
- 1.2 This report will also assist JOSC in questioning the Chief Executive on the progress in delivering the commitments and activities in '*Platforms for our Places: Going Further.*'

2. Recommendations

- 2.1 That JOSC note the overview of progress in delivering the commitments and activities in '*Platforms for our Places: Going Further*' and question the Chief Executive on this; and
- 2.2 That a further progress report on the delivery of '*Platforms for our Places: Going further*' be requested to be presented to JOSC in March 2021 as part of the JOSC Work Programme.

3. Context

- 3.1 As part of its Work Programme for 2020/21 JOSC has agreed to review the progress in delivering the commitments and activities in 'Platforms for our Places: Going Further' in September 2020 and March 2021 and also question the Chief Executive on the progress.

4. Issues for consideration

- 4.1 JOSC is asked to consider the progress update on the delivery of the activities in 'Platforms for our Places: Going Further', details of which are set out in the copy of the report attached as the appendix to this report which was presented to the Joint Strategic Committee (JSC) on 7 July 2020. The JSC has also requested that its report be referred to JOSC for consideration.

5. Engagement and Communication

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

6. Financial Implications

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

7. Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a Best Value Authority to make continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.

Background Papers

'Platforms for our Places: Going Further' (adopted by Adur District Council 19 December 2019 and adopted by Worthing Borough Council 17 December 2019)

'Platforms for our Places: Going Further' six month progress report to Joint Strategic Committee - 7 July 2020

Officer Contact Details:-

Mark Lowe

Scrutiny and Risk Officer

Tel 01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

Creating and enabling Prosperous Places is one of five Platforms for development in 'Platforms for our Places: Going Further'. The progress report attached as the appendix to this report provides an overview and highlights on how the Councils have been working to develop this Platform.

2. Social

2.1 Social Value

2.1.1 Thriving People and Communities is one of five Platforms for development in "Platforms for our Places : Going Further". The progress report attached as the appendix to this report provides an overview and highlights on how the Councils are working to develop this Platform.

2.1.2 A particular focus on several elements of "Platforms for our Places : Going Further" is how to build vital capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensuring the Councils provide a robust "safety net" for the most vulnerable.

2.2 Equality Issues

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

2.3 Community Safety Issues (Section 17)

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

2.4 Human Rights Issues

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

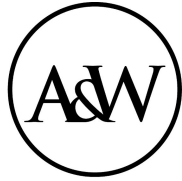
3. Environmental

- 3.1 Developing the Councils and communities role in Tackling Climate Change and Supporting our Natural Environment is one of five platforms for development in “Platform for our Places : Going Further”. The progress report attached as the appendix provides an overview and highlights on how the Councils are working to develop this platform.

4. Governance

- 4.1 This report provides the Joint Overview and Scrutiny Committee with an overview of the progress being made to implement “Platforms for our Places : Going Further”, the Councils’ three-year plan to enable our places to thrive.

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ADUR & WORTHING
COUNCILS

Joint Strategic Committee
7 July 2020
Agenda Item 6

Key Decision No

Ward(s) Affected: All

“Platforms for our Places: Going Further” - Progress Report January to June 2020

Report by the Chief Executive

1. Purpose

- 1.1 This is the first 6 monthly report informing the Committee of the Councils progress against the commitments set out in *“Platforms for our Places : Going Further”*.
- 1.2 The Councils have been clear that *“Platforms for our Places : Going Further”* is an ambitious strategic programme designed to help create the healthy, prosperous and well connected communities that our residents wish to see.
- 1.3 The impact of Covid-19 and national policy and local needs responding to it, has inevitably had an impact on progress against some of the commitments set out in *“Platforms for our Places : Going Further”* over the last 6 months. These are specifically identified in the report. In other areas the impact of the pandemic has enabled us to develop things further and faster than might otherwise have been the case.
- 1.4 A sister paper on this agenda is *“And then”* which sets out a series of recovery moves by the Councils to support our communities emerging from the pandemic. They are drawn from *“Platforms for our Places : Going Further”* and identify a range of areas in which we need to catalyse or accelerate our work for the benefits of our communities.

2. Recommendations

2.1 Note and consider the 6 months progress report on the implementation of “*Platforms for our Places : Going Further*” over the period January to June 2020 and agree to refer this report to Joint Overview and Scrutiny Committee for their consideration.

3. Context

3.1 In December 2019 Adur District and Worthing Borough Councils adopted “*Platforms for our Places : Going Further*” as the Councils’ direction of travel for the next three years.

3.2 “*Platforms for our Places : Going Further*” builds on progress under the previous Platforms agenda and sets out significant ambitions, it recognises we as Councils cannot and should not do everything for everyone. Our role as Councils (as well as providing great services and vital safety nets) is to create and maintain five essential platforms upon which our communities can build happy, healthy, prosperous and connected places.

3.3 “*Platforms for our Places : Going Further*” identifies five platforms underpinned by a series of commitments namely:

- 1) Prosperous Places
- 2) Thriving People and Communities
- 3) Tackling Climate Change and Supporting our Natural Environment
- 4) Good Services and New Solutions
- 5) Leadership of Place

Platform	Commitments	Activities & Projects
Prosperous Places	10	68
Thriving People and Communities	5	23

Tackling Climate Change and Supporting our Natural Environment	10	40
Good Services and New Solutions	7	43
Leadership of Place	6	18

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

3.4 Progress reporting draws on the progress of the 192 projects and activities and the Councils broader activities to provide a snapshot of progress in developing the 5 identified Platforms.

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

Table 3.2: Status Indicators and definitions

3.5 Table 3.2 shows how the status of projects and activities are determined. In the light of the considerable amount of work required to respond to pandemic, in this report “amber” can be taken to include things that either are delayed or have not yet started (the red and grey categories will be used in future 6 month reports).

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

4. Issues for Consideration

4.1 The progress report (Appendix A) provides an overview of highlights and challenges in the development of the 5 Platforms over the last (rather extraordinary) 6 months. The progress report also provides an overview of the current status (in percentage terms) of Platform commitments.

- 4.2 In evaluating the progress of these activities and projects a reasonably objective analysis has been employed, and while there can always be a debate on “how green” or “how amber” any particular project may be, the overall assessment gives a reasonably robust view of our progress.
- 4.3 It is also perhaps worth remembering that these commitments are not “everything we do”. Whilst progressing our Platforms agenda we have continued to provide a full portfolio of universal services and essential safety nets to the communities we serve. Over the last few months this has been particularly challenging, particularly where communities or sectors have been hard hit by the Covid-19 pandemic.
- 4.4 It is not intended in this covering report to comment on each and every issue flagged in the progress report. This is the first 6 months of a 3 year programme and those 6 months have been extraordinary in the life not just of these Councils, but everyone across the UK. Rather than rehearse the themes, activities and learning from the pandemic response (which are covered in a sister paper on this agenda) Appendix A speaks for itself in terms of activity. For the next 6 month review (July to December 2020) we will pick up a number of the themes that have arisen over the first 12 months of the programme for specific identification, comment and further analysis.

5. And Finally

- 5.1 Members of the Committee will note the sister paper “*And then*” on the agenda. This draws from “*Platforms for our Places : Going Further*” to identify a series of strategic plays or interventions which over the next 3-6 months our Councils should take in order to best protect, promote and help a “bounce back” across Adur and Worthing. Those identified activities are drawn from “*Platforms for our Places : Going Further*” but are identified for accelerating or scaling up given the emergent needs of our communities following the Covid-19 pandemic.

6. Engagement and Communication

- 6.1 As outlined in the progress report (and other related [reports on this agenda](#)) engagement with our communities and partners has proved critical in realising our objectives and delivering the individual commitments outlined in “*Platforms for our Places : Going Further*” over

the last 6 months. This remains an important area of focus and one for continual development as we move forward.

6.2 Delivery of specific projects are communicated through the Councils' communications channels, press releases, social media etc. as appropriate.

7. Financial Implications

7.1 There are no unbudgeted financial implications in this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process. The setting of the budget for both Councils for 2020/21 has been undertaken with the "*Platforms for our Places : Going Further*" commitments in mind, as will be seen from a variety of reports on capital and revenue coming to this Committee. The ongoing intention is that the activities set out in "*Platforms for our Places : Going Further*" and budget strategy become ever more closely aligned.

8. Legal Implications

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

Background Papers

[Platforms for our Places - Going Further \(2020-2022\) : Unlocking the Power of People, Communities and our Local Geographies Report](#)

Joint Strategic Committee (Item 6) - 3rd December 2020

[Platforms for our Places : Going Further](#)

Officer Contact Details:- Alex Bailey, Chief Executive

Telephone: 01903 221001 Email: alex.bailey@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

1.1 Creating and enabling Prosperous Places is one of five Platforms for development in “*Platforms for our Places : Going Further*”. The progress report ([Appendix 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 Thriving People and Communities is one of five Platforms for development in “*Platforms for our Places : Going Further*”. The progress report ([Appendix A](#)) provides an overview and highlights on how the Councils are working to develop this Platform.

2.1.2 A particular focus on several elements of “*Platforms for our Places : Going Further*” is how to build vital capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensuring the Councils provide a robust “safety net” for the most vulnerable.

2.2 Equality Issues

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

2.3 Community Safety Issues (Section 17)

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

2.4 Human Rights Issues

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

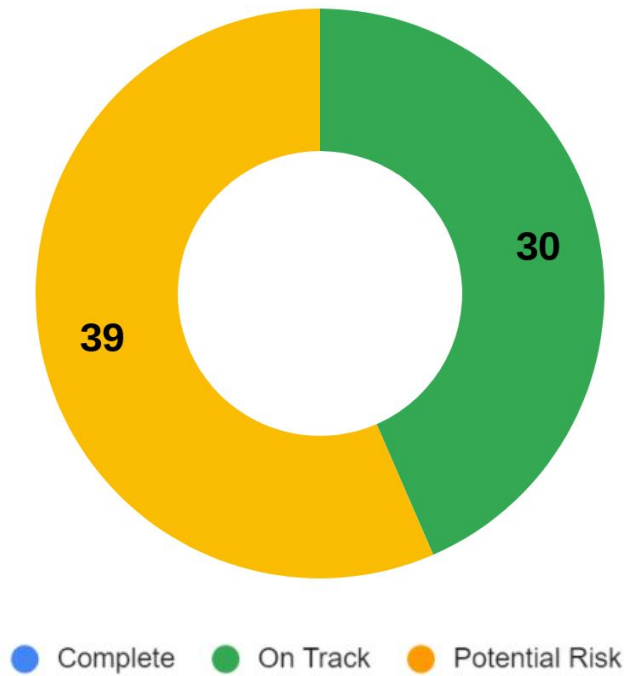
3. Environmental

- 3.1 Developing the Councils and communities role in Tackling Climate Change and Supporting our Natural Environment is one of five platforms for development in “*Platform for our Places : Going Further*”. The progress report ([Appendix 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 : Going Further*”, the Councils’ three-year plan to enable our places to thrive.

Commitment Tracker



Overview : last six months

Our local economy has been hard hit by the Covid-19 pandemic and this placed an even greater emphasis on working in partnership with others to deliver our platform commitments. Our work with Coast to Capital Local Enterprise Partnership; Greater Brighton Economic Board; the Coastal West Sussex Partnership is now firmly focussed on recovery planning; supporting sectors; helping rebuild business models and supporting people back into work.

Our response to the pandemic (and impact upon the National economy) has meant that some of our Platform commitments have had to pause. National Policy has meant at times we have needed to change direction, and do so rapidly. Over the past 3 months we have distributed over £30 million of Government backed small business grants and we have provided business rate relief, especially to those in retail, hospitality and leisure sectors where the impact has been severe. During this period we have worked very closely with partners in the Adur & Worthing Business Partnership; Worthing & Adur Chamber of Commerce and the Federation of Small Businesses to provide support, advice and vital information to our business community.

Platform Highlights : last six months

Pandemic Response - as noted above, significant work has been undertaken to respond to the impacts of pandemic on our local economies.

Major Developments - Accelerated development of a number of our major projects will be essential for strong and sustained economic recovery. The Station Square scheme at Teville Gate (which includes more than 350 new homes and a hotel) secured planning permission in early March. Construction work has continued apace on the development of the new HMRC Hub at

Teville Gate, right up to suspension of work in April as a result of the pandemic. By May it was pleasing to report that construction was underway again both on this site and also at Free Wharf, Bayside, Ropetackle North and the new Sussex Yacht Club in Shoreham.

Union Place- our proposals for the development prepared in partnership with London & Continental Railways was submitted for planning in March. The illustrative drawings by Hawkins Brown architects show an exciting reimagining of this part of the town. At the same time we have advanced the sale of the former Adur Civic Centre main site and a planning application has reached an advanced stage of preparation.

Fulbeck Avenue, Worthing - BokLok's groundbreaking scheme for 152 new homes at Fulbeck Avenue using modular building techniques, was submitted for planning in January.

Worthing Integrated Care Centre - Plans for the new Integrated Care Centre on the Civic site in Worthing have been finalised and submitted to planning.

Town Centre - The town centre was already a focus and our recovery plans include fast tracking elements of our public realm programme and the provision of safe spaces in all of our centres. In April, we secured a further £650,000 of Local Growth Funding for Portland Road and Railway Approach, Worthing from Coast to Capital LEP.

Following consultation on our Local Cycling and Walking Improvement Plan, we have accelerated the delivery of cycle routes.

New Homes Building - During the past 6 months we have continued to make significant progress on delivering the supply of new homes (vital for economic prosperity). Work is underway on the major development at New Monks Farm and the final phase of the West Durrington scheme has now secured planning permission. In Adur, redevelopment of Cecil Norris House is underway and tenders now received for 55 new homes at Albion Street. Phase One of The Downview scheme in Worthing to provide 17 units of much needed temporary accommodation was completed in May and tenders have now been received for work to commence on Rowlands Road to provide another 19 units of temporary accommodation.

Gigabit Adur & Worthing - Following receipt of additional funding secured from Coast to Capital, work has been progressing at pace to expand the public sector scheme (creating 90 Council sites with full fibre connections across our area). Work has begun during the past 6 months by CityFibre on rolling out fibre to homes and businesses across Adur and Worthing. By early June 3,500 homes had been "passed" starting in the western area of Worthing and gradually moving eastward over the next 24 months.

Challenges

Whilst a number of the old challenges remain ... the challenges of a post-pandemic economic landscape and its impact on our communities inevitably come front and centre. In a separate document "And then" our "response" plays are set out so will not be rehearsed again here, they are in

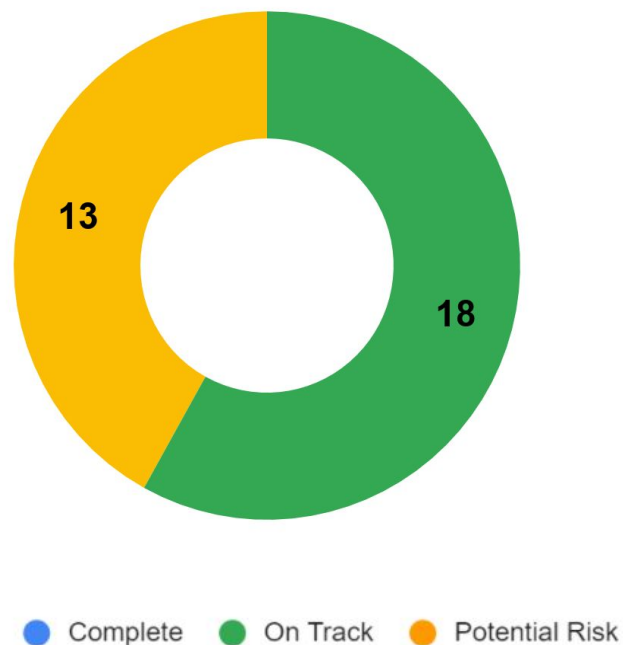
Prosperous Places

essence drawn from existing Platform commitments but with changes of direction or acceleration of pace.

Our Platform commitments to working in partnership to support local people and businesses to get ready for the “new economy” have taken on a greater urgency. We are now working with our partners to assist those who may have lost their jobs and businesses who may need to explore new business models. Our interventions are likely to include working alongside businesses to promote access to new markets, supporting people to reskill to find new jobs, supporting likely growth in micro-entrepreneurialism and working to support employers, businesses and education providers to make better use of apprenticeships to help particularly young people entering the job market.

Understandably perhaps, some work has paused on the Local Plans for both Adur and Worthing with members of the Planning Team being reassigned to other roles to cope with the pandemic activity. HMG has placed an emphasis on supporting economy through effective and timely land use planning and it is important to note that despite an increase in the number of planning applications received, performance in determining applications remains strong.

Commitment Tracker



Overview : last six months

For this platform a considerable amount of energy and work over the last 6 months has inevitably gone into supporting the community response to the pandemic. From the earliest notification at a national level communities across Adur and Worthing have mobilised themselves and needed varying degrees of support and intervention in order to provide consistent and effective support for the most vulnerable. This activity is covered in detail on another item on the agenda so will not be rehearsed at length here.

Despite considerable time and resources being drawn to pandemic, we have continued to make progress on a number of significant agendas as set out below.

Platform Highlights : last six months

Influencing and Leadership Across Place - We have continued to provide a platform for leadership, for example around young people. A successful event was held in March: “Young People First, A Prevention Approach”, convening 115 local and national participants together to understand local needs and contexts for young people and to set out a strong shared ambition. This focussed on outcomes around wellbeing and reducing violence. Following a short pause during Covid-19, we are now accelerating this work through our Safer Communities Partnership, which includes securing new resources (including £42,000 from the Violent Reduction Unit) and partner commitment to testing our innovative approaches in mobilising a whole community response and delivering targeted mentoring for year 6 pupils to assist with their transitions.

In response to the at times fragmented approach to young people and mental

health support, we have been acting as a Systems Leader to develop and deliver a new service and approach. “Find it Out Plus”, delivered by the YMCA youth charity has started to provide open and holistic access for young people aged 11-25 (around wellbeing and community mental health issues). During Covid-19 this service has adapted its offer to an online and telephone service.

Homelessness - We have continued to make progress in tackling homelessness. We had seen numbers of those in temporary accommodation and emergency accommodation at more manageable levels (at least up until Covid-19 pandemic began) and our numbers of those sleeping rough had reduced to a single figure and been recognised as strong progress by MHCLG.

During Covid-19 (like many other Authorities) we have seen a steep rise in numbers and the demand for emergency and temporary accommodation rising sharply (in the main for single people). We have responded rapidly to the Government’s directive of “Everyone In” ensuring that no one was left on the streets during this pandemic, securing additional emergency accommodation for those finding themselves homeless during that period. The work has been highly challenging and your officers have developed an exemplary (temporary) model providing a strong coherent approach, including supporting and managing some of the most vulnerable individuals with some highly complex needs. Our focus now is on the urgent development of a “move on” approach and establishing a Housing First Model for people rough sleeping with no other housing options.

Our continued work on Systems Leadership across our places has involved us delivering sessions to the NHS Local Community Network partners to develop wellbeing work. We had paused the work on systems leadership evaluation with the National Leadership Centre, but will start this again

shortly and aim to have completed the project by early autumn of this year.

Housing Strategy 2020/2023 - We engaged our partners and communities to produce our new Housing Strategy: "Enabling Residents to thrive in their own homes," which builds on the progress made and sets out a strategic ambition to create the conditions for people to have a home and to thrive in their communities

We continue to work with other Districts and Boroughs to provide good housing support for those that are vulnerable. The commissioning of a floating support service to support those in accommodation at risk of losing their homes was delayed due to Covid-19 but will now continue. A joint protocol agreed with other Districts and Boroughs and WSCC for preventing homelessness amongst 16 and 17 year olds and care leavers has now been agreed.

Opening Doors Scheme - Since it's official launch in June 2019, Opening Doors (working direct with private landlords) has continued to grow and we now have a portfolio of in excess of 35 properties. As well as improving the lives of many vulnerable people in the community, as of May 2020 it has saved in excess of £400,000 compared with the costs of bed and breakfast emergency placements that otherwise would have been incurred. It has also played a significant role in the Councils’ response to the Covid-19 pandemic by assisting a number of households to secure good quality accommodation. In April 2020, the government announced an increase in the Local Housing Allowance rates to the 30th percentile of the market and this, together with the greater benefits of the scheme, should make it even more attractive to landlords compared with the risks of letting through other channels.

Thriving People and Communities

Stronger Participative and Resilient Communities - Our place based work on Covid-19 community response has provided a strong new model, supporting 1,800 people vulnerable as a result of the pandemic and mobilising over 500 volunteers to work alongside Council officers, partners and existing community organisations. The skills and expertise within our Communities and Wellbeing Team (supported by other officers across the Councils) our partners, volunteers, mutual aid groups in community have been invaluable in reacting to the pandemic. We have established a food depot (from which many hundreds of food parcels have been delivered to those in emergency need) and have been working closely with food banks to support their sustainability moving forward. We have supported scores of people with help around digital access (The Good Things Foundation has donated 10 tablets for people to feel less isolated). We have seen during Covid-19 greater levels of anxiety about moving into work, therefore our focus has been on supporting people around confidence and building resilience.

Community Safety - We have been continuing our work on support and enforcement across our places and during the period have been using our powers under the ASB Crime and Policing Act 2014 to issue 2 Community Protection Warnings to tackle unacceptable behaviour that has detrimental impact on communities. We are working closely with the Police to provide evidence on 2 Partial Closure Orders.

Health and Wellbeing at all Stages of Life - Our OneStop Junctions have been running in community venues, using 29 volunteers to deliver over 2,000 interventions. In addition we have supported 250 unemployed people to support confidence and readiness for work.

During the same period we have supported over a 100 people with specific money issues, using Money Mentors (themselves providing over 300 individual

interventions).

Going Local - In the period January to March there were nearly 300 referrals to the service (a considerable increase from the same period in the previous year) from over 15 GP surgeries across Adur and Worthing. In December, two new Social Prescribers joined, bringing the team up to 4 with the additional housing expertise being provided by Citizens Advice. The main referral issues continue to be housing, money, wellbeing, mental health and loneliness. We are due to recruit additional people into the team and have extended the housing support element (which has proved invaluable) until at least January 2021.

Activities Strategy - The Adur and Worthing Activities Strategy is in the final stages of development and was presented to key partners at a workshop in February. Our support partner Intelligent Health has been drawing together the key data to inform our work which had been intended to be ready by June 2020 ... the pandemic has meant that we have had to push this back to later in the year. Similarly our ambition to train up to 10% of our front line staff as dementia champions has been put on hold during Covid but will recommence in the autumn.

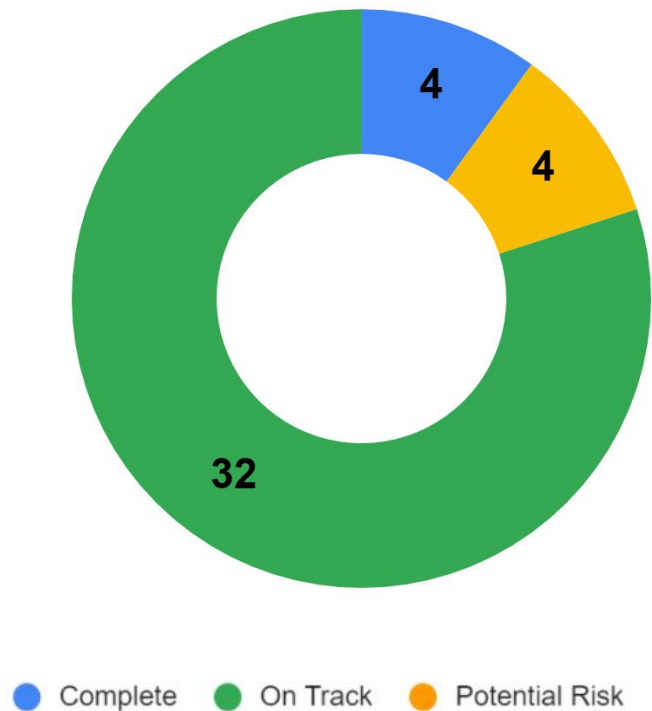
Community and Voluntary Sector - We have completed the retendering of our infrastructure support contract, which has been awarded to Community Works. Our new approach to corporate volunteering within the Councils has continued to be rolled out and we work to encourage an uptake and increase in volunteering amongst our staff. We have seen an increase in staff numbers volunteering from around 11% in 2018/19 to 14% in 2019/20. Given what we know already about our staff response to pandemic, this is likely to have increased over the last 3 months alone.

Thriving People and Communities

We had been making progress on our community centres but again some of this work has been paused during Covid-19 and will now be receiving renewed focus. This includes work on securing a tenant for Eastbrook Manor Centre and making progress on the new West Durrington Community Centre.

Tackling Climate Change and Supporting our Natural Environment

Commitment Tracker



Overview : Last six months

Despite the impact of the pandemic work has continued apace both with officers and community organisations to further the “*Platforms for our Places : Going Further*” objectives.

Platform Highlights : last six months

Carbon Neutral Plan - The Councils’ Carbon Neutral Plan published in December 2019 has provided a challenging but clear roadmap to achieve carbon neutrality by 2030. New posts of Carbon Reduction Manager and Carbon Project Manager have been recruited and will support the transition of the councils’ energy systems and vehicle fleets. Work is also progressing to secure specialist mechanical and electrical engineering services alongside our technical services team, establishing the right resources to drive forward the large programme of work outlined in the Carbon Neutral Plan.

Smart Hubs Programme and Heat Network - The Councils are progressing exciting opportunities within the £32m Smart Hubs programme including solar/battery carports at 5 locations, an air source heat pump trial in Adur Homes, and hydrogen fuel infrastructure opportunities. A separate project to explore viability of a heat network for the Worthing Civic Quarter is also underway.

Offsetting - The Carbon Neutral Plan also outlined the critical role of offsetting, and our specialist consultants AECOM have been helping us chart the development path. The work identifies the need for a significant investment programme in renewable energy as well as the need to develop major carbon sequestration projects on land and potentially sea.

Tackling Climate Change and Supporting our Natural Environment

Rewilding - Work is progressing between Parks and Estates teams to assess land areas for rewilding, plan for biodiversity improvements and improve woodland management.

Zero 2030 Community Conference - The Councils provide leadership on climate change for the area, and provided support to the Zero 2030 community conference in March 2020, attended by over 300 people, with 125 organisations represented. Work commissioned by the Councils to outline the area-wide carbon reduction challenge was presented at Zero 2030, and provided a clear view of the significant challenges in domestic, commercial and transport sectors. Very strong levels of community support were evident at the Conference.

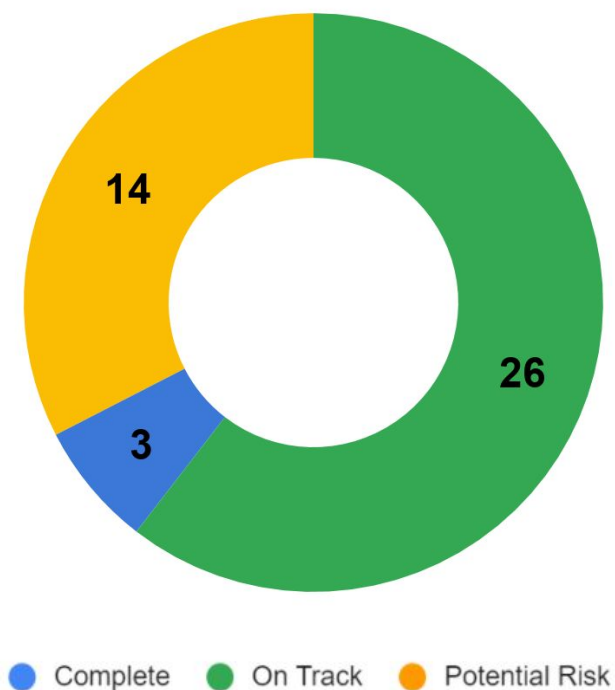
Climate Assembly - A Climate Assembly is planned to start in the autumn (with a slight delay caused by the pandemic) providing the opportunity for representative resident and community engagement in developing local initiatives to tackle climate change and protect the natural environment.

Food Partnership - Work is already underway to develop a food partnership, and the councils are working together with Community Works and local food banks, which will build on a successful workshop with local food producers held in late 2019.

Electric Vehicle Charging Procurement - In June 2020 the Joint Strategic Committee approved plans to participate in the West Sussex Electric Vehicle Charging procurement, which will see EV charging points installed across our areas under a concession contract managed by the County Council.

Good Services and New Solutions

Commitment Tracker



Overview : last six months

The Councils' **response to the Coronavirus crisis** included a rapid and large scale move to remote working which was highly successful. It also required the rapid creation of **several sophisticated digital services** using our low code platform. The Community Response App has allowed vulnerable people requiring support to easily request help, and volunteers to register. A digital service for grant applications for small businesses, hospitality and leisure organisations was also created, helping process financial support to businesses quickly and efficiently. Our Councils were also among the first in the country to launch fully remote Council meetings, and have been featured in case studies by the Local Government Association and MHCLG.

Our Customer Services, Housing and Revenues and Benefits and planning teams among others seamlessly transitioned to **remote working, maintaining good service levels** to customers. The “Effortless” customer services group has been able to continue with the design of enhanced CRM (customer relationship management) features on our platform, which includes an appointment booking service for face to face interviews following a positive experience of implementing these during the lockdown period. Our capacity to collect and analyse data has increased in recent weeks, with important insights gained about the most vulnerable in our communities.

Platform Highlights : last six months

In addition to the vast amount of time and energy that has gone into rapidly responding to the pandemic:-

Good Services and New Solutions

Web Site - Work to develop a new website was paused for a short time due to pandemic work but remains on track for delivery December 2020. The improved **digital garden waste service** has been delivered, and has supported a recent increase in take up of the service. A strong portfolio of other digital projects remain on track.

Customer Service - A group of leaders and managers meet regularly to develop new initiatives to improve our customer service using our “Good Services” standard. Dedicated work on improving accessibility to services is underway.

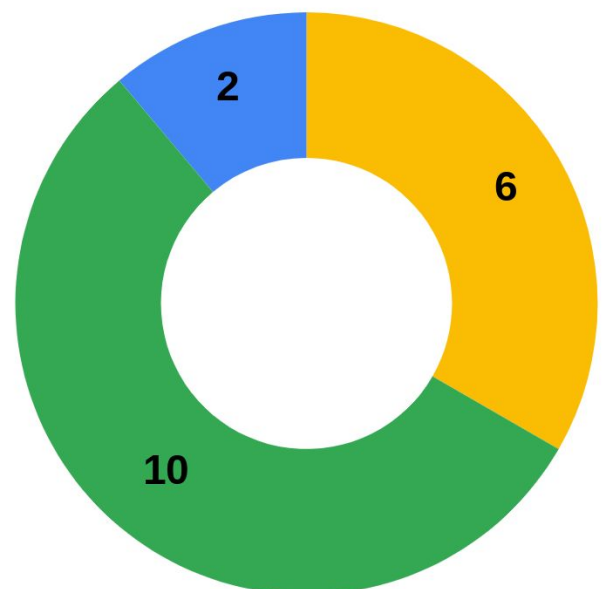
Commercial Strategy & Procurement Strategy - A draft commercial strategy has been produced and is on track for completion in June. This is being developed in light of the significant impact of Coronavirus on many of our income generating services. Our procurement strategy is currently under review and will place renewed emphasis on financials, sustainability and social value. We remain on track to deliver £200k in procurement savings this year.

Corporate Landlord - The development of a Corporate Landlord model to review all of our property assets against our objectives is underway. Progress is also being made with considering our accommodation needs as an employer post Covid-19 considering amongst other things our occupation of depots and offices.

Leadership College and Leadership Lab - Development of our leaders remains a crucial priority and our regular Leadership College has been successful in convening over 100 leaders to share and learn together.

Directors have successfully continued with large scale ‘meetup’ gatherings using remote technology, and team meetings and I-I's continue using video conferencing. Senior Leaders receive coaching where needed and the Leadership Lab - supporting new leaders to develop - is preparing for a second cohort in the Autumn.

Commitment Tracker



● Complete ● On Track ● Potential Risk

Overview : last six months

In “*Platforms for our Places : Going Further*” we highlight the need for **strong relationships** within the wider family of civic local governance within Adur & Worthing (and our various institutions of place) and to the regional and national levels. In hindsight these relationships over the last few months have never been more called upon or proven more effective. In dealing with the pandemic over the last 3 months our places have relied upon relationships, individual and organisational goodwill to further the health and wellbeing of our communities.

In **advocating** for intervention, organising, leading, facilitating, brokering and representing our communities through challenging times the quality and nature of our relationships and partnerships has taken centre stage. Partnerships with business, housing providers, health providers, other Local Authorities, with the Community and Voluntary Sectors have all proved critical.

Inevitably some of the activities that we have in play have either been put on hold or have been rapidly repurposed to support pandemic activity. Others have yet to start (and whilst that does not cause considerable problems over the medium term, has meant a skewing of focus over the short term).

Platform Highlights : last six months

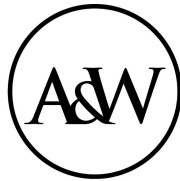
Place Brand - “Time for Worthing” launched in February (and in the light of the post pandemic landscape will now need to be re-energised in order to compete for essential inward investment and funder attention).

Community and Voluntary Sector - Our work with the local Community and Voluntary Sector has progressed and has been essential in responses to the pandemic. In community and with formal Voluntary Sector, the voice of our places at the local level has been heard, self organisation has taken place. We and our formal Community and Voluntary Sector partners have learnt much from this (some things have worked well, others have proved more “clunky” and will need further time and attention) with many useful lessons learnt.

Critical Relationships - Critical relationships have been valuable with the Greater Brighton Economic Board, West Sussex County Council, other District and Borough Councils, housing partners, various NHS and Economic bodies as well as the Police and Community Safety organisations. At a regional level the Local Resilience Forum has brought together a variety of local players to deal with the pandemic response at a Sussex wide level. Daily updates and interventions with Central Government have at times proved helpful. Housing partners have worked extremely well with us to provide a rapid and comprehensive support on homelessness. The “Everyone In” call from MHCLG to house the homeless at the early stages of lockdown was heeded (and in the space of 72 hours 90% of homeless people were housed). Broader issues, not surprisingly, have arisen around homelessness, family breakdown and the consequences of the lockdown. This is clearly an on-going situation that will be monitored carefully and targeted from both the supply and demand side. It is encouraging to see how well partners have worked together on this.

Districts & Boroughs and West Sussex County Council - Relationships with other Districts and Boroughs have been important and work on certain issues (for example cycling) with West Sussex County Council appear to be progressing well.

Emergency Planning and Civil Contingency Work - In “*Platforms for our Places : Going Further*” we had expressly referenced the importance of Emergency Planning and Civil Contingency work. On the 28th February senior officers in the Council took part in a half-day Emergency Planning and Civil Contingency training on pandemics. This gave the opportunity for leaders to do real time learning and to consider how responses might need to be framed, accelerated and scaled and provided considerable benefits as we came into the “real thing”. Close working across Sussex on Emergency Planning and Civil Contingency have been helpful. And at times have been tested. It is fair to say that much of our Civil Contingency and Emergency Planning processes and work is framed around “one-off” significant events. A pandemic, which of course can cover the whole of an area over the medium and longer term, may require different types of approaches and different types of skills. Considerable learning has taken place which will prove fruitful for the future.



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
17 September 2020

Key Decision [No]

Ward(s) Affected: N/A

JOSC Working Group on review of Climate Change issues

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

1.1 This report sets out the recommendations from the Joint Overview and Scrutiny Committee (JOSC) Working Group which was created as part of the JOSC Work Programme to review climate change issues in Adur and Worthing.

2. Recommendations

2.1 That JOSC consider the report and recommendations from the Climate Change Working Group and refer the recommendations to the Joint Strategic Committee (JSC) for consideration in due course.

3. Context

3.1 As part of its Work Programme, JOSC agreed to set up a Working Group to review climate change issues and help the Councils protect and improve the environment in Adur and Worthing. The Working Group agreed the following terms of reference:-

(i) To receive a briefing on climate change issues to enable Members to be better informed to fully scrutinise the issues;

(ii) To scrutinise the Adur & Worthing Carbon Neutral Plan and review how the Councils are implementing the Carbon Neutral Plan aims by 2030. This would be done using available best practice and information available from other Councils on this issue;

(iii) To scrutinise the processes and outcomes of the proposed Adur & Worthing Climate Change Strategy;

(iv) To liaise with representatives from the West Sussex Climate Change Task and Finish Group on the outcomes and objectives from that Group to help enhance the scrutiny of Climate Change issues in Adur and Worthing;

(v) To lobby Government as appropriate to provide the powers and the resources to make the 2030 target, as set out in the Carbon Neutral Plan, possible; and

(vi) To consider if there is a need for any recommendations to be put to the Joint Strategic Committee/relevant Executive Members to help with the implementation of the Adur & Worthing Carbon Neutral Plan and the Adur & Worthing Climate Change Strategy.

4. Issues for consideration

4.1 JOSC is asked to consider the report and recommendations from the Climate Change Working Group set out in the appendix to this report and agree to refer the recommendations to the Joint Strategic Committee for further consideration in due course.

5. Engagement and Communication

5.1 The JOSC Working Group that has undertaken the Climate Change review has held discussions with relevant Council Officers, local stakeholders, partners and those members of the community with an interest in climate change matters.

6. Financial Implications

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

7. Legal Implications

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

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

Background Papers

Any papers referenced in the Working Group report

Officer Contact Details:-

Mark Lowe

Scrutiny & Risk Officer

Tel: 01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified.

2. Social

2.1 Social Value

Matter considered and no direct issues identified.

2.2 Equality Issues

Matter considered and no direct issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no direct issues identified.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered. Developing the Councils and communities role in Tackling Climate Change and Supporting our Natural Environment is one of five platforms for development in “Platform for our Places : Going Further”. The report from the Working Group attached as an appendix to this report includes updates on how the Councils are working to develop this platform.

4. Governance

Matter considered. The JOSC Working Group has been set up in accordance with the JOSC Procedure Rules and forms part of the agreed JOSC Work Programme for 2020/21. Recommendations from the review will need to be presented to the Joint Strategic Committee for consideration.



ADUR & WORTHING COUNCILS

Scrutiny review of Climate Change issues

Report by the Joint Overview and Scrutiny Working Group

1.0 Summary

- 1.1 This report sets out the results of a scrutiny review of climate change issues in Adur and Worthing which has looked at how Adur and Worthing Councils (the Councils) are implementing the aims of the Adur & Worthing Sustainability Framework including the Adur & Worthing Carbon Reduction Plan which is seeking carbon neutrality for the Councils by 2030 and also the plans to develop and inform future policy in a climate change strategy.
- 1.2 The scrutiny review has been undertaken by a Working Group of the Adur & Worthing Councils Joint Overview and Scrutiny Committee (JOSC).
- 1.3 The aim of the review has been to scrutinise climate change issues to help the Councils protect and improve the environment in Adur & Worthing and also help combat some of the biggest environmental issues of time including climate change, biodiversity loss, energy efficient developments, clean energy production and storage and the impact of transport on poor air quality, water efficiency, water quality and waste reduction.
- 1.4 The review has coincided with the Councils agreeing a Carbon Reduction Plan which aims for the Councils to be carbon neutral by 2030, plans by the Councils to deliver the aims of the Sustainability Framework including holding a Climate Assembly and the Zero 2030 Conference held in March 2020, therefore, the Working Group hopes that the review findings can feed into the processes for these issues and help the Councils deliver the aims of the Framework and Carbon Neutrality whilst also publishing a public benchmark and demonstrating progress against it.

2.0 Climate Change - Scope and Terms of Reference for the review

- 2.1 Climate change has been described as a change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels. Since this definition has emerged

Local Councils across the United Kingdom have moved to declare a Climate Emergency in their areas. On 9 July 2019 Adur & Worthing Councils declared a Climate Emergency which means that the Councils recognise that predicted global warming threatens future communities, populations, biodiversity and economies and that measures currently being taken are not enough to stop global warming and limit the changes predicted to be brought by it. The Councils have also committed to work towards becoming carbon neutral by 2030.

- 2.2 The Working Group has also recognised and agreed the urgent need that the climate emergency should be addressed and climate action taken to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts, including: climate-related hazards integrating climate change measures into local and national policies, strategies and planning; and improving education.
- 2.3 In order to try and address the issues connected with climate change, the Scrutiny Working Group agreed the following terms of reference and scope for the review:-
- (i) To receive a briefing on climate change issues to enable Members to be better informed to fully scrutinise the issues;
 - (ii) To scrutinise the Adur & Worthing Carbon Neutral Plan and review how the Councils are implementing the Carbon Neutral Plan aims by 2030. This should be done also using available best practice and information available from other Councils on this issue;
 - (iii) To scrutinise the processes and outcomes of the proposed Adur & Worthing Climate Change Strategy;
 - (iv) To liaise with representatives from the West Sussex Climate Change Task and Finish Group on the outcomes and objectives from that Group to help enhance the scrutiny of Climate Change issues in Adur and Worthing;
 - (v) To lobby Government as appropriate to provide the powers and the resources to make the 2030 target, as set out in the Carbon Neutral Plan, possible; and
 - (vi) To consider if there is a need for any recommendations to be put to the Joint Strategic Committee/relevant Executive Members to help with the implementation of the Adur & Worthing Carbon Neutral Plan and the Adur & Worthing Climate Change Strategy.

3.0 Membership of the Joint Overview and Scrutiny Climate Change Working Group

- 3.1 A Joint Overview and Scrutiny Working Group was set up by JOSC to undertake the review and the membership of the Working Group was as follows:-

Councillor Catherine Arnold - Adur District Council (Chairman)
Councillor Bob Smytherman - Worthing Borough Council (Vice-Chairman)
Councillor Carol Albury - Adur District Council
Councillor Carl Walker - Worthing Borough Council

Co-opted Members were appointed to support the Working Group:
Chrissie Gunter - Adur Green Party
Jo Paul - Worthing Green Party

4.0 Method of the review

- 4.1 The JOSC requested that the Working Group undertake the review as part of the 2019/20 JOSC Work Programme. From the start of the review, the Working Group wanted to ensure that it was briefed on the background to Climate Change in Adur & Worthing to make sure that it fully understood what the Councils were striving to achieve in relation to climate change and the work that was being undertaken working with the communities and local business partners to achieve the aims of the Sustainable Adur & Worthing Framework and subsequent work to help the Councils work towards carbon neutrality by 2030.

- 4.2 The Working Group has held detailed evidence gathering meetings with the following witnesses:-

Rod Thick, Worthing Fair Trade;
Amber Benbow, Greenpeace;
Barbara O'Kelly, Adur Residents Environmental Action Group (AREA);
Heather Godfrey, Independent voice and member of Extinction Rebellion;
Clive Andrews, Shoreham-By-Cycle;
Francesca Iliffe, Strategic Sustainability Manager, Adur & Worthing Councils;
Moira Hayes and Ian Moody, Planning Policy Managers for Adur and

Worthing

respectively;

Councillor Kevin Boram, Senior Advisor to the Cabinet Member for the Environment, West Sussex County Council; and
Darryl Hemmings, Transport, Planning and Policy Manager, West Sussex County Council

Written evidence was also supplied by Lloyd Harris, Safety and Resilience Manager, Adur & Worthing Councils

5.0 Findings and Proposals

5.1 The Working Group has received good evidence from the witnesses on climate change in general, on how the Councils can look to work with the communities to achieve the aims of the carbon neutral plan and the Adur & Worthing Sustainable framework.

5.2 Evidence gathered from the witnesses and the Adur and Worthing Councils approach to delivering climate change

5.3 In December 2019, March, April and May 2020, to begin the evidence gathering part of the review, the Working Group received evidence from the witnesses referred to above in Paragraph 4.2 of this report. This included hearing from Francesca Iliffe, Adur & Worthing Councils Strategic Sustainability Manager, on progress in delivering the climate change initiatives. This briefing also included an appraisal of the 'Zero 2030' Community led conference held on 4 March. The Working Group was advised that the Councils had produced a Carbon Neutral Plan in December 2019

[Working towards the 2030 target - Adur & Worthing Councils' Carbon Neutral Plan](#)

The Councils had also approved a refreshed Sustainability Framework in December 2019 [SustainableAW Refresh - increasing ambition and deepening engagement](#) The Sustainability Framework is set out here

<https://www.adur-worthing.gov.uk/media/Media.152062.smxx.pdf>

Key issues raised by the witnesses were as follows:-

- That Fair Trade should be promoted on the Council website.
- There was not enough in the Adur and Worthing Sustainability Framework to explain how the relevant information will be disseminated to the wider audience. The view was that there needed to be some form of more detailed education plan provided for this.
- The Council's vehicles need to be improved for emission control.
- A good anti idling campaign was needed to be provided around schools and at level crossings.
- Bus routes needed to be with electric vehicles and with routes that encourage people to stop using cars and the Councils should ensure that more greenspace is provided in new developments.
- There should be more tree planting and shops to be required to pick up litter outside of their premises.
- Children's playgrounds to be provided near all new developments.
- The communities should be fully involved in the delivery of the Carbon Neutral Plan and the Sustainability Framework. There was a need to ensure that there is more community consultation, engagement and promotion about sustainability and that there is more accessible information about sustainability.

- That when letting contracts, the Councils should consider choosing companies that demonstrated through their supply chain that they have a good carbon reduction record.
- That the Councils make more use of the green areas for rewilding and exploit any opportunity for nature to be re-established whenever a site is cleared.
- That the District, Borough and County Councils needed to work better together in tackling climate change and there was a need for smaller, more immediate spending on selected small inexpensive improvements that will bring immediate benefit.
- Local Plans, Joint Area Action Plan (JAAP), Sustainable Planning documents (SPD's) and air quality mitigation statements need to be good quality and continue to address sustainability issues. They need to contain 'requirement' type language where possible to support radical carbon reduction.
- Planning enforcement teams to ensure that planning conditions relating to sustainability are tightly enforced. Evidence provided indicated that they are not. Use Section 106 funding to appoint extra enforcement staff?
- County Council to be encouraged to implement projects quickly to speed up sustainability. The view was that the County Council are sometimes too slow in delivering Highway projects for example.
- That the revised West Sussex Transport Plan and any applications for infrastructure funding should include a weighting in favour of carbon reduction objectives. At present the Plan has no such weighting in place.

5.4 As part of the evidence gathering for the review, the Working Group was also informed about the work and consultations undertaken by the West Sussex County Council to develop a Climate Change Strategy for 2020 - 2030 (Subsequently agreed in July 2020). The County Council had set up a Climate Change Advisory Group to advise on the preparation of a climate change strategy to deliver action for climate change and evidence was provided by Councillor Kevin Boram of West Sussex County Council who was Chairman of the Group and Senior Advisor to the Cabinet Member for the Environment. The Working Group notes this work but has made comments on the Strategy itself and the consultation undertaken, as part of the recommendations later on in this report.

5.5 The Working Group was also provided with information on the content of the West Sussex Transport Plan and the proposed consultation on the review of the Plan which was planned for 2021/2022.

5.6 Future work on Climate Change

5.7 Climate change measures being undertaken by the Councils to work towards carbon neutrality by 2030 have been moving at pace since the review began and the Working Group have been kept up to date on the progress with this work. The Working Group has welcomed this work covering the following issues:-

- Plans to create a Climate Assembly from Autumn 2020 as an approach to improve public engagement in climate change and help inform future policy and action locally including the development of a Climate Change Strategy based on the outcomes - Invitations are being sent to local residents inviting them to apply to take part in the Assembly <https://www.adur-worthing.gov.uk/news/pr20-087.html> ;
- Production of an online SustainableAW magazine (first edition July 2020) to help showcase and inform the communities about local sustainable activity and how they can get involved and also help them understand the scale and urgency of the issues. <https://www.adur-worthing.gov.uk/sustainable-aw-magazine/>

6.0 Conclusions and recommendations

- 6.1 The Working Group would like to thank Officers and the witnesses for their support and invaluable contributions into this review. The Working Group is pleased that there is work being undertaken by the Councils to address climate change, however, some strong recommendations have been identified to help the Councils and other partners tackle climate change which the Working Group would like to put to the Joint Strategic Committee for review to help the Councils keep on course to meet the aims of Sustainable Adur & Worthing and to help the Councils tackle some of the biggest environmental issues of our time.
- 6.2 A large part of this review and the evidence gathered has taken place during the ‘lockdown’ of the Covid-19 pandemic and some of the findings look at ways to change how the Councils and other partners operate and can become more climate resilient and learn from the pandemic to adapt to change and adopt new behaviours. The recommendations focus on the need for the Councils to review what else is being done to tackle climate change across West Sussex, the need to ensure that the communities in Adur and Worthing are fully briefed on the aims of Sustainable Adur & Worthing, that the Councils drive towards sustainable development and further ways for large scale carbon emissions reduction.
- 6.3 The Working Group recognises that there will need to be continued scrutiny and is recommending that it continues to meet to undertake this Scrutiny and oversight. The Working Group makes no apologies for the number of recommendations which it considers are needed and will help complement the detailed approach to climate change and the many factors and variables already included in the Adur & Worthing Sustainability framework that identify carbon reduction.

7.0 Recommendations

Adur & Worthing Councils

7.1 That Adur and Worthing Councils monitor the work being undertaken to achieve carbon neutrality by 2030 and ensure that:-

- **The aims of the Adur & Worthing Sustainability framework and the delivery of the Carbon Neutral Plan with a baseline carbon reduction figure are more accessible and communicated via the Councils website in a proactive manner allowing more engagement with the communities about promotion of sustainability.**
- **A carbon reduction baseline figure is published on the Councils website;**
- **Public update reports are provided on this work at regular intervals.**
- **The Fair Trade Directory is published on the Councils website.**

Reason - To ensure that the Councils and the communities are kept informed of the progress. The Communities need to be closely involved in the delivery of the Carbon Neutral Plan and the Sustainability framework and to be informed of its progress to ensure better community engagement. These extra requirements will ensure community involvement, transparency and demonstrate clear progress towards achieving carbon reductions.

7.2 That Adur & Worthing Councils and West Sussex County Council be urged to review work on Climate change being undertaken by other Local Authorities that are more advanced in their work and to assess how they have created firm action plans to deal with the issues;

Reason - To assess and learn how other Local Authorities across the United Kingdom are approaching the review of Climate Change with a view to learning from and adopting best practice.

7.3 That Adur District Council ensures that energy efficiency retrofitting of Adur Homes properties is undertaken and that there is a realistic and ambitious timeframe set for this;

Reason - To help reduce greenhouse gas emissions, increase the energy efficiency and sustainability of the buildings and help reduce overall energy bills for tenants and leaseholders.

7.4 That the Councils should consider only letting contracts to companies that have a good carbon reduction record identified in their supply chain. The Councils should adopt a local green procurement Strategy and produce a sustainability code of practice for companies. The Councils should also encourage this good practice to be extended to all other businesses operating in Adur and Worthing.

Reason - To help with overall carbon reduction and encouraging good business practice by other local businesses and supporting these local businesses who operate these practices.

- 7.5 That the Councils ensure that the Adur and Worthing Local Plans are of a good quality and continue to address sustainability. The Local Plans also should contain 'requirement' type language rather than 'encouragement' type language where possible and also should require biodiversity gain and carbon reduction. There should also be a Planning sustainability checklist. Relevant Officers are advised to ensure that recommendations for Planning applications to be considered by the Adur & Worthing Planning Committees should have regard to the requirements of the Adur & Worthing Local Plans, the Joint Area Action Plan and the AW Sustainability framework. Officers should also be requested to change the current Validation requirements to require applicants to submit a carbon reduction statement for developments of 11 dwellings or more (with appropriate targets).**

Reason - To help improve the sustainability standards of development to improve quality of life in the areas, help reduce carbon and complement the aims of the Councils in striving towards climate change. To engage with the developers at an early stage regarding the principles of energy efficiency.

- 7.6 That JOSC agree to keep the JOSC Climate Change Working Group constituted to monitor the progress with the actions recommended and report back to JOSC at regular intervals to ensure regular oversight and scrutiny is also taking place.**

Reason - To ensure that progress in delivering the climate change actions is being monitored and scrutinised.

- 7.7 That the Councils allocate additional funding to be used for relevant campaigns to help promote alternatives to car use, to help reduce vehicle emissions and help assist in the overall aim for better air quality.**

Reason - To help promote alternatives to car use and improve air quality and reduce carbon emissions.

West Sussex County Council

- 7.8 That West Sussex County Council be requested to ensure that the proposed review of the West Sussex Transport Plan should encourage modal shift and be transformative.**

This modal shift should involve the introduction of a series of innovative measures to allow for:-

- **Long term cycle infrastructure, including segregated cycle lanes and electric charging points;**
- **Sustainable Transport hubs - Where active travel, public and sustainable modes of transport can interchange; and**
- **Electric vehicle fleet, infrastructure and charging points**

Reason - To help reduce vehicles and road traffic congestion and move away from car based travel through major investment in public transport, walking and cycling, radically reduce all emissions by 45%, to help make roads more environmentally friendly, improved air quality to help improve cycling safety and to ensure safer public health and fitness for Adur and Worthing residents engendering safe and improved cycling and walking infrastructure.

- 7.9 That the work of West Sussex County Council in agreeing a West Sussex Climate Strategy be noted but that the Working Group considers that the West Sussex Climate Change Strategy 2020 - 2030 is very abstract and there is a lack of urgency and tangible targets which means that there are some gaps between the Strategy and the goals. It is considered that West Sussex County Council should review how it consults with experts when drafting Strategy documents of this kind in the future.**

Reason - To make West Sussex County Council aware of its concerns about the Strategy and the lack of consultation which was explained to the Working Group by some of the consultees.

Other partners

- 7.10 That in 12 months or so, all West Sussex District and Borough Councils be asked to consider setting up a Joint Scrutiny Task and Finish Group to review how all the Councils are dealing with Climate Change issues. This Working Group should also focus on the proposed review of the West Sussex Transport Plan and consider recommending changes to the way the Transport infrastructure investment bids are considered to ensure that the bids consider environmental objectives on an equal footing to economic objectives, which does not currently happen.**

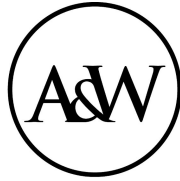
Reason - This will enable all of those Councils to review the current position on climate change strategy and action across West Sussex and to assess if anything further needs to be done to combat climate change at a County level. It would also help in overall collaboration on this issue and help ensure that consideration is given in the review of the Transport Plan to applying environmental climate change objectives when considering new transport infrastructure schemes.

**Local Government Act 1972
Background Papers:**

None

Contact Officer:

Councillor Catherine Arnold
Chairman of the Climate Change Working Group
Shoreham Centre,
Shoreham-By-Sea
catherine.arnold@adur.gov.uk



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
17 September 2020

Key Decision [No]

Ward(s) Affected: N/A

Joint Overview and Scrutiny Committee Work Programme for 2020/21

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

1.1 This report outlines plans to implement the work contained in the Joint Overview and Scrutiny Committee (JOSC) Work Programme for 2020/21.

2. Recommendation

2.1 That the Committee note the plans for implementation of the JOSC Work Programme for 2020/21.

3. Context

- 3.1 The update on the implementation of the JOSC Work Programme for 2020/21 was previously considered by the Committee at its last meeting on 23 July 2020. A copy of the 2020/21 Work Programme is attached at Appendix A to this report.

4. Issues for consideration

- 4.1 The Committee will receive regular update reports on the implementation of the Work Programme at each meeting throughout the Municipal Year.
- 4.2 The Committee is requested to review the revised Work Programme and consider if any further items are required to be added to the Work Programme or items to be reviewed. Additional items may be added to the Work Programme, where appropriate. Requests for additional matters to be included in the Work Programme will initially be considered by the Joint Chairpersons in accordance with the criteria and they will make their recommendations to the next JOSC for consideration and determination. Consideration should also be given to the capacity of the Committee and resources available when considering further Work Programme items.
- 4.3 Items for the Work Programme need to be chosen guided by how closely they align with the Councils' Strategic objectives, how the Committee can influence the outcomes and also general value and outcomes in accordance with the (PAPER criteria) - P - Public Interest, (A) - Ability to change, (P) - Performance, (E) - Extent and (R) - Replication.

5. Engagement and Communication

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

6. Financial Implications

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

7. Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.4 Paragraph 9.2 of the current Joint Overview and Scrutiny Procedure Rules, which form part of the Councils' Constitutions and are binding on all Members, states that the Work Programme will be approved by both Councils. A report must be taken to both Councils on an annual basis seeking both Councils' approval of the Joint Overview and Scrutiny Committee work programme for the forthcoming year and any changes to the Work Programme should be submitted to the Councils approximately mid year for noting.

Background Papers

Joint Overview and Scrutiny Procedure Rules

Officer Contact Details:-

Mark Lowe

Scrutiny and Risk Officer

Tel: 01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

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

2. Social

2.1 Social Value

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

2.2 Equality Issues

Matter considered and no direct issues identified.

2.3 Community Safety Issues (Section 17)

Some of the issues to be scrutinised during 2020/21 will have community safety implications.

2.4 Human Rights Issues

Matter considered and no issues identified.

3. Environmental

Matter considered. JOSOC has set up a Working Group to provide it with a better understanding of Climate Change issues which will be making recommendations regarding natural resources for Adur and Worthing and ways to help reduce carbon emissions. Developing the Councils and communities role in tackling Climate Change and Supporting our Natural Environment is one of five platforms for development in "Platforms for our Places : Going Further". The final report from the Working Group attached elsewhere on this agenda includes updates on how the Councils are working to develop this platform.

4. Governance

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



Adur & Worthing Joint Overview and Scrutiny Committee Work Programme - 2020/2021

Joint Overview and Scrutiny Committee - 25 June 2020

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Annual JOSOC report for 2019/20	Joint Chairmen of JOSOC	No	No
JOSOC Work Programme setting for 2020/21	Director for Digital & Resources	No	No

Joint Overview and Scrutiny Committee - 23 July 2020

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interview with Leaders	Director for Digital & Resources	Leaders	No
Joint Revenue outturn report 2019/20	Director for Digital & Resources/Chief Financial Officer	Chief Financial Officer	No
Outline Budget Strategy 2020/21- Impact of Covid-19 on Council's finances	Director for Digital & Resources/Chief Financial Officer	Chief Financial Officer	No
Scrutiny request on disposal of Council owned land and assets	Director for the Economy	Head of Major Projects & Investment	No
Report from the Refuse & Recycling Working Group	Chairman of the Working Group	No	No
Review of JOSOC Work Programme	Director for Digital & Resources	No	No

Joint Overview and Scrutiny Committee - 17 September 2020

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interview with Executive Members for Regeneration	Director for Digital, Sustainability & Resources	Executive Members	No
Review of the delivery of 'Platforms for our Places: Going further 2020/22 and interview with Chief Executive	Director for Digital, Sustainability & Resources	Chief Executive	No
Report from the Working Group reviewing the Adur Homes repairs and maintenance service	Chairman of the Working Group	No	Yes. Interim work from the Working Group is complete and ready for consideration.
Final report from the Climate Change Working Group	Chairman of the Working Group	No	Yes. Review completed by the Working Group and ready for consideration.
Review of JOSOC Work Programme	Director for Digital & Resources	No	No

Joint Overview and Scrutiny Committee - 15 October 2020

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interviews with Executive Members for Customer Services	Director for Digital, Sustainability & Resources	Executive Members	No
Review of Corporate Assets	Head of Major Projects & Investment/Director for the Economy	Head of Major Projects & Investment/Director for the Economy	No
Discussions on Food Poverty	Head of Wellbeing/Director for Communities	Head of Wellbeing	No
Crime and Disorder update - Interview with the Chairman of the Adur & Worthing Safer Communities Partnership	Covering report - Director for Digital, Sustainability & Resources	Chairman of the Adur & Worthing Safer Communities Partnership.	No
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

Joint Overview and Scrutiny Committee - 26 November 2020

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Adur & Worthing and Joint Outline 5 year forecast and savings proposals	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Interviews with Executive Members for Resources	Director for Digital, Sustainability & Resources	Executive Members	No
Review of progress on the delivery of the Housing Strategy	Director for Communities/Head of Housing Services	Director for Communities/Head of Housing	No
Worthing Theatres - Review of the operation of the new contract	Director for the Economy	Director for the Economy	No
Review of JOSC Work Programme including note of changes made since Work	Director for Digital, Sustainability & Resources	No	No

Programme agreed by Councils in July 2020			
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Joint Overview and Scrutiny Committee - 28 January 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interviews with the Executive Member for Environment (Adur) and Executive Member for Digital and Environmental Services (Adur)	Director for Digital, Sustainability & Resources	Executive Members	No
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

Joint Overview and Scrutiny Committee - 18 March 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Review of the delivery of 'Platforms for our Places: Going further 2020/22 and interview with Chief Executive	Director for Digital, Sustainability & Resources	Chief Executive	No
Interviews with the Executive Members for Wellbeing	Director for Digital, Sustainability & Resources	Executive Members	No
Annual feedback report from meetings of the West Sussex Health & Adult Social Care Select Committee (HASC) - Issues affecting Adur & Worthing	Report from the Council Members on HASC	No	No
JOSC Work Programme setting 2021/22	Director for Digital, Sustainability & Resources	No	No

Working Group reports - Dates to be confirmed

<u>ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBER/OFFICERS TO ATTEND</u>	<u>STATUS</u>
Final report from the Working Group reviewing Cultural Services	Chairman of the Working Group	No	Working Group currently in progress - Evidence gathering. Report expected later in 2020.
Final report from the Working Group reviewing the Evening and night time economy	Chairman of the Working Group	No	Final Working Group report prepared and tabled to March 2020 JOSC meeting but meeting cancelled due to Covid-19 Pandemic. June 2020 - Decision taken by JOSC for Working Group to meet again in September 2020 to review the terms of reference in the light of the Covid-19 Pandemic with the aim of reporting back to JOSC by the end of 2020.

Other pending items - Dates to be confirmed

<u>ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBER/OFFICERS TO ATTEND</u>	<u>STATUS</u>
Presentation from Southern Water on bathing water quality issues - Results of 2021 Bathing water testing.	N/A	To be confirmed.	Probable report in either November 2021 or January 2022

Note:- This draft Work Programme is a 'live' document and all dates and items contained in it are provisional and subject to change in agreement with the JOSC Joint Chairmen/Vice-Chairmen, JOSC and relevant Officers.

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
17 September 2020

Key Decision [No]

Ward(s) Affected:N/A

JOSC Working Group on the review of the Adur Homes Repairs and Maintenance Service

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

- 1.1 This report sets out the work and recommendations from the Joint Overview and Scrutiny Committee (JOSC) Working Group which was created as part of the JOSC Work Programme to review the Adur Homes Repairs and Maintenance service.

2. Recommendations

- 2.1 That JOSC consider the report and recommendations from the Adur Homes (Repairs and Maintenance) Working Group which was created as part of the JOSC Work Programme to review the Adur Homes Repairs and Maintenance Service and refer the recommendations to the Joint Strategic Committee (JSC) and the Adur District Council Executive Member for Customer Services for consideration in due course.

3. Context

3.1 As part of its Work Programme, JOSOC agreed to set up a Working Group to review the Adur Homes Repairs and Maintenance service. The Working Group agreed the following terms of reference and objectives for the review:-

1. To review the performance of the Adur Homes repairs and maintenance service, including the value for money, and to understand the reasons for that performance;
2. To review the recommendations/proposed action plan from the recent Audit of the repairs and maintenance service and the work being undertaken by Adur Homes to mitigate the risks identified in the Audit;
3. To question the Adur Executive Member for Customer Services and Senior Council Officers on the level of the Adur Homes repairs and maintenance service and the response times for the service and communications provided to the tenants on this service;
4. To consider if there is a need for any recommendations to be put to the Adur Executive/Executive Member for Customer Services to improve the service and the processes.

Outcomes expected - A better understanding of the Adur Homes repairs and maintenance service and confidence that a satisfactory service will be provided within a reasonable timescale.

3.2 The Working Group has now completed its initial work and produced the attached report and identified some interim recommendations which it would like to be implemented as soon as possible to improve the Repairs and Maintenance service. The Working Group has been informed that work is ongoing to transform the service including a staffing restructure, therefore, the Working Group would like to continue to monitor this work, as part of the JOSOC Work Programme, to ensure that improvements are made to the service.

4. Issues for consideration

4.1 JOSOC is asked to consider the report and recommendations from the Adur Homes Repairs and Maintenance Working Group set out in the Appendix to this report and agree to refer them to the Joint Strategic Committee and Adur Executive Member for Customer Services for further consideration in due

course.

5. Engagement and Communication

5.1 The JOSOC Working Group has held discussions with the Adur District Council Executive Member for Customer Services, tenant representatives from the former Adur Consultative Forum and Officers responsible for the Repairs and Maintenance service.

5.2 JOSOC Chairmen/Vice-Chairmen and Senior Officers have also been consulted on the report.

6. Financial Implications

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

7. Legal Implications

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

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

Background Papers

Any papers referenced in the Working Group report.

Officer Contact Details:-

Mark Lowe

Scrutiny & Risk Officer

Tel 01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified.

2. Social

2.1 Social Value

Matter considered. An improved Repairs and Maintenance service will improve social value for Adur Homes tenants.

2.2 Equality Issues

Matter considered and no direct issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no direct issues identified.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered and no direct issues identified.

4. Governance

Matter considered. The JOSC Working Group was set up in accordance with the JOSC Procedure Rules which form part of the Constitution and as part of the JOSC Work Programme. Recommendations from the review will need to be presented to the Joint Strategic Committee and the Adur Executive Member for Customer Services.



ADUR & WORTHING COUNCILS

Scrutiny review of the Adur Homes Repairs and Maintenance service

Report by the Joint Overview and Scrutiny Working Group

1.0 Summary

- 1.1 'Adur Homes' is the Council team responsible for Adur District Council's social housing stock. This report from the Joint Overview and Scrutiny Committee (JOSC) Working Group has reviewed the performance and areas of work of the Repairs and Maintenance service of 'Adur Homes' following concerns about the performance of the service.
- 1.2 This report sets out the findings and recommendations from the JOSC Working Group which was established as part of the JOSC Work Programme in 2019 to review the performance of the Adur Homes Repairs and Maintenance service.
- 1.3 The Working Group report proposes a number of recommendations to be put to the Adur Executive/Adur Executive Member for Customer Services to improve the Repairs and Maintenance service and the processes.

2.0 Background and context to the Adur Homes Repairs and Maintenance service

- 2.1 Adur District Council, under the team name 'Adur Homes', is responsible for managing the Adur District Council social housing stock which contains the following:-
 - 2509 tenanted properties
 - 518 leasehold properties
 - 288 sheltered housing properties
 - 1077 garages
- 2.2 The Repairs and Maintenance service of 'Adur Homes' has been undergoing some change over a number of years. Details of the most recent changes to improve the service are set out later in this report. To assist in the delivery of the service a new Responsive Repairs Policy has also been drafted and is

currently subject to consultation for approval in Autumn 2020. A repair guide was due to be produced as well as a new Fire Safety policy being in place and a Gas servicing policy being provided. It was recognised, however, that there was still some way to go before the desired performance level and standards could be achieved.

2.3 The number of repairs and maintenance jobs undertaken by the Service between July 2019 and May 2020 (22,289) had almost doubled compared with July 2018 and June 2019 (11,933) and further analysis was needed to understand how many repair requests this related to and the impact on the service. More than half of all the repairs reported between June 2019 and May 2020 were reported through the Council Customer Contact centre. Repairs being reported via the new digital repairs portal had increased in 2019/20 by 10%.

2.4 Previously, in February 2019, the findings from an Internal Audit report into the

Housing Repairs service and the internal control processes and procedures relating to this service had been released. The Audit had been requested by the former Head of Housing following concerns in respect of repairs processes and the nil assurance Audit report which had been received in respect of void properties. The audit report findings gave only limited assurance and commented that there are weaknesses in the system of internal controls which are such to put the Council objectives at risk and a level of non compliance which also put the Council objectives at risk.

2.5 In March 2019 a scrutiny request was made to the JOSC asking for it to investigate and review the Adur Homes repairs and maintenance service in more detail following claims from Tenants and Councillors who were concerned about response times and the difficulty of communicating with housing staff on repairs/maintenance issues. It was considered that there was a need to establish better lines of communication with tenants and review whether staffing levels are adequate or not. The scrutiny request also wanted an improved service to tenants with greater tenant satisfaction.

3.0 Background to the JOSC Review

3.1 As part of the JOSC Work Programme for 2019/20, JOSC agreed to set up a Working Group to review the Repairs and Maintenance service and to consider ways that the service could be improved. Councillors Catherine Arnold, Kevin Boram, Stephen Chipp, Paul Mansfield, Andy McGregor and Lavinia O'Connor were originally appointed to the Working Group and Councillor Deb Stainforth was appointed as a co-opted Member. Due to membership changes of the main JOSC Councillors McGregor and O'Connor stepped down from the Working Group in 2020/21 and Councillor Stainforth became a full member of the Working Group.

3.2 The Working Group has held a number of meetings to gather evidence and formulate findings and recommendations in June, July and September 2019 and February and July 2020. In October 2019 the Working Group also visited the Council Contact Centre, to listen to tenants calls about repairs and maintenance issues and the Repairs and Maintenance Depot at Commerce Way to speak with the Team.

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

1. To review the performance of the Adur Homes repairs and maintenance service, including the value for money, and to understand the reasons for that performance;

2. To review the recommendations/proposed action plan from the recent Audit of the repairs and maintenance service and the work being undertaken by Adur Homes to mitigate the risks identified in the Audit;

3. To question the Adur Executive Member for Customer Services and Senior Council Officers on the level of the Adur Homes repairs and maintenance service and the response times for the service and communications provided to the tenants on this service;

4. To consider if there is a need for any recommendations to be put to the Adur Executive/Executive Member for Customer Services to improve the service and the processes.

Outcomes expected - A better understanding of the Adur Homes repairs and maintenance service and confidence that a satisfactory service will be provided within a reasonable timescale.

4.0 Method of the review

4.1 From the start of the review, the Working Group wanted to ensure that it was briefed on as much background and information relating to the Repairs and Maintenance service as possible.

4.2 The Working Group has held evidence gathering meetings with the following witnesses:-

Mary D'Arcy, Former Director for Communities, Adur & Worthing Councils
Catherine Howe, Director for Communities, Adur & Worthing Councils
(July 2020)

Akin Akinyebo, Head of Housing, Adur & Worthing Councils

Anthony Alexander, Housing Operations Manager, Adur & Worthing Councils

Councillor Carson Albury, Executive Member for Customer Services, Adur District Council

Dave Donaldson, Paula Kinsella and Pauline Jeffery, (Tenants and Members of the former Adur Consultative Forum - ACF).

- 4.3 This report has also been shared with Jill Lennon, the Chairperson of the Adur Tenants Forum.

5.0 Improvements to the delivery of the Repairs and Maintenance service

- 5.1 The Working Group has held discussions with the former Director for Communities, Mary D'Arcy, Head of Housing, Akin Akinbeyo, and Adur District

Council Executive Member for Customer Services, Councillor Carson Albury. Discussions have also been held more recently with the new Director for Communities, Catherine Howe. As part of these discussions the Working Group have been briefed on the improvements being made to improve the delivery of the maintenance and repairs service to Adur Homes residents.

- 5.2 Since July 2019 a new staffing structure had been implemented with five new roles created, three of which had been filled but at the time of writing this report, the other two had been paused due to Covid-19 lockdown issues but the recruitment process had recently restarted.

- 5.3 Since January 2020, the Housing Operations Manager had focused mainly on driving through improvements in the maintenance and repairs teams. A Repairs and Modernisation Manager had been recruited in place of the Building Services Manager who was responsible for the inhouse repair team. The officer reported direct to the Housing Operations Manager and brought a wealth of experience running in-house repairs services. Line management of the multi trade operatives was now split between an Assistant Business Support Manager and two chargehands. A Fire Safety Manager had been recruited to oversee fire safety works and a Compliance Health & Safety Officer would be recruited to assist the manager. Recruitment for a fourth maintenance officer was underway.

- 5.4 A new Repairs & Modernisation Manager had also been appointed to improve the Service. Focus had been on recruitment. There had been improvements in the online reporting system with the number of repairs reported through the repairs portal increasing by 10%. More than half of all repairs reported between June 2019 and May 2020 were through the Customer Service Centre and a third were reported by Housing staff.

6.0 Conclusions and recommendations

- 6.1 The Working Group would like to thank the Tenants who contributed to the evidence for this review, Senior Council Officers, the Adur District Council Executive Member for Customer Services and members of the Customer

Contact Centre and Repairs and Maintenance Teams for their support and invaluable contributions to this review.

- 6.2 Appendix A to this report includes some background information to support the thinking behind the report and its recommendations. During the Working Group's work it has become evident that Adur Homes provides a key service within the community. In addition it was noted that Adur Homes has delivered a number of successes which have made a real positive impact to the Adur community. This includes the Open Doors initiative and the implementation of an effective homeless policy both pre Covid and safeguarding the homeless during the pandemic. The Working Group has also been briefed on the changes that have been made and are being made to the delivery of the repairs and maintenance service. The Working Group recognises and accepts that the full improvement of the repairs and maintenance service is not a quick process and will take time to deliver.
- 6.3 The Working Group, however, strongly recommends that the Adur District Council Executive Member for Customer Services and senior officers put in place a transformation programme that sets out a timetable to implement the following improvements to Adur Homes core business of the provision of social housing. It is further recommended that the transformation programme is endorsed by the Joint Strategic Committee and appropriate progress reporting is implemented in order to ensure that decisions are made to support this transformation programme on a timely basis.
- 6.4 Given the significant nature of the transformation programme the Working Group recommends that JOSOC continues to closely monitor the performance of Adur Homes.

7.0 Recommendations

- 7.1 That Adur District Council review and implement an appropriate governance structure within Adur District Council to include the appropriate senior officers responsible for delivering key Adur Homes functions.**

Reason - The Adur Homes Management Board, responsible for overseeing and setting the delivery of the strategic objectives of Adur Homes, has not met for nearly a year which the Working Group considers is unacceptable and, therefore, a revised governance structure is required in order to ensure that there is regular oversight and scrutiny of the running of the Adur Homes business.

- 7.2 That Adur District Council ensure that an effective Planned Maintenance Programme and strategy is developed and implemented to deliver a sustainable renewal, repairs and maintenance regime**

Reason - In order to improve the overall quality of the Adur Homes housing stock so that it all meets appropriate standards. Thorough tracking of day to day repairs will ensure that the Programme is informed and flexibility in the system will ensure that new urgent work does not allow the programmed work to slip. The strategy should identify the appropriate levels of maintenance and repair in addition to setting out a renewal/ replacement programme.

7.3 That Adur District Council identify and implement key performance measures that can be used to monitor the adequacy of service and signpost areas for improvement.

Reason - To ensure that performance can be monitored more closely so that all Departments have a clear idea on faults and direction of travel.

7.4 That Adur District Council continue to implement improvements to maintenance and repairs processes to ensure prompt delivery of services and value for money.

Reason - To help create a more efficient and effective service for Adur Homes residents.

7.5 That Adur District Council implement a revised strategy to improve tenants' timely engagement with Adur Homes. This should include a revised Tenants' Manual which sets out the expectations of both tenants and Adur Homes (including such things as agreed timescales for repairs) and should involve customer journey mapping and the use of the Customer Services Effortless programme to gather customer feedback to help improve the service.

Reason - To improve engagement and consultation with Adur Homes residents and to help in the overall service design process by having the active involvement of Adur Homes residents. This will help in the delivery of the service and make it work better for residents. Customer feedback is essential to help improve the service.

7.6 Continue to improve the voids process which both increases the revenues to Adur Homes but also more importantly reduces the waiting list for social housing.

Reason - To help increase revenue to the Council, reduce spend on temporary accommodation and to help free up properties for occupation by people in need of housing.

7.7 That the JOSC agrees to keep this Working Group constituted for monitoring purposes.

Reason - To ensure that there is additional ongoing oversight and scrutiny of the proposed improvements to the Adur Homes Repairs and Maintenance

service and to ensure that the recommendations in this report are being actioned.

**Local Government Act 1972
Background Papers:**

None

Contact Officer:

Councillor Stephen Chipp
Chairman of the JOSCA Adur Homes Repairs & Maintenance Working Group
Shoreham Centre,
Shoreham-by-Sea
stephen.chipp@adur.gov.uk

APPENDIX A

Joint Overview and Scrutiny Working Group on the Adur Homes Repairs and Maintenance Service

Background information to support the thinking in the report and the recommendations

This appendix sets out key examples of issues identified during various site visits, including the call centre and operations centre and interviews with the Executive Member for Customer Services, senior officers and tenants. The matters identified are symptomatic of the key recommendations included in the report.

Fundamental issues:

(a) Stock Condition

We note that a number of stock condition reports have been prepared identifying the significant amount of work that needs to be undertaken on Adur Homes housing stock. The quantum of this work is significant, but we note that a strategy to deal with the backlog of repairs, maintenance and renewals has not been developed and the stock condition reports are a few years out of date now. This has led to difficulty in identifying the most appropriate maintenance programme to be delivered. The Stock Condition reports should be brought up to date with a view as to whether stock is cost effective to repair, or redevelop and prioritisation judged against Adur homes waiting list, health/ mental health issues and temporary re-housing.

(b) Tenants' Handbook

The Working Group notes that a revised draft handbook has been in preparation for some time. The timetable for its production and the method of engaging with tenants

is unclear and incomplete. We recommend that once a clear transformation and maintenance and renewal strategies are developed a consultation programme is implemented to ensure that the Handbook adequately reflects the relationship between Adur Homes and its tenants.

(c) Performance Monitoring

There are no effective Key Performance Indicators (KPI's) being monitored for this service. This makes monitoring performance and taking corrective action difficult to achieve. This would have identified that the process for handling tenants' enquiries and implementing the required maintenance and renewals programme was unduly complex and inefficient.

The Working Group considers that frontline staff should be involved in the production of these performance measures.

(d) Contract Management

Both the Working Group and Internal Audit found multiple occasions where it is evident that repairs and renewals were completed where value for money was not obtained. Whilst it is noted that certain steps have been taken to improve this matter, further steps need to ensure that optimal value for money is obtained from both the internal and external providers of this service.

(e) Service Standards

Without a Tenants' Handbook, tenants, staff and Councillors have significant difficulty in identifying whether an appropriate service is being delivered on a timely basis as expectations of the level of service is judgmental and open to interpretation. This would also increase trust between all parties. As a simple example, Councilors were promised that all of their queries would receive a response within 10 days. This has failed to occur, nor do Councillors know how many queries are being delivered in that timescale.

(f) Management of calls and enquiries

The Working Group noted that the process of managing callers enquiries is overly complex and often requires input from staff based in a different office. This increases the risk of:

1. Errors being made; and
2. The provision of an inefficient service.

The transformation programme should set out a process of identifying what and how an effective service should be provided.

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