



ADUR DISTRICT COUNCIL

21 September 2022

Joint Statagic Sub-Committee (Adur)	
Date:	29 September 2022
Time:	6.30 pm
Venue:	The Shoreham Centre

Committee Membership: Neil Parkin (Chairman), Angus Dunn (Vice-Chairman), Councillors Carson Albury, Kevin Boram, Emma Evans, and Steve Neocleous

Agenda

Part A

1. Declarations of Interest

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

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

2. Minutes

To approve the minutes of the Adur Joint Statagic Sub-Committee meeting held on 8 September 2022, copies of which have been previously circulated.

3. Public Question Time

To receive any questions from members of the public.

Questions should be submitted **by noon on Tuesday 27 September 2022** to Democratic Services, democratic.services@adur-worthing.gov.uk

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

4. Items Raised under Urgency Provisions

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

5. Priorities for Adur District Council (Pages 3 - 20)

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

6. Responding to Cost of Living Impacts in Adur (Pages 21 - 42)

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

7. Public Space Protection Orders - Dog Control (Pages 43 - 56)

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

Part B - Not for Publication - Exempt Information Reports

None.

Recording of this meeting

Please note that this meeting is being live streamed and a recording of the meeting will be available to view on the Council's website. This meeting will be available to view on our website for one year and will be deleted after that period. 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 Senior Officer 01903 221364 chris.cadman-dando@adur-worthing.gov.uk	Andrew Matthias Senior Solicitor – Legal Services 01903 221032 andrew.mathias@adur-worthing.gov.uk

The agenda and reports are available on the Council's website, please visit www.adurworthing.gov.uk



ADUR DISTRICT COUNCIL

Adur Joint Strategic
Sub-Committee
29 September 2022

Key Decision [Yes/No]

Ward(s) Affected: All

Priorities for Adur District Council

Report by the Chief Executive Officer

Officer Contact Details

Richard Tuset

Chief Executive's Policy Lead

richard.tuset@adur-worthing.gov.uk

Executive Summary

1. Purpose

- 1.1. Adur District Council has a strong and highly successful track record in delivering quality public services, building new homes and transforming greenspaces, even in the most challenging of times.
- 1.2. In coming to the end of the current planning cycle, this report sets out the plans and ambitions of the administration going forward, through 2022/2023 and beyond. Additional reports enabling the delivery of specific ambitions identified in this report will be prepared and brought to Members for agreement at later meetings, as required.
- 1.3. The plans for delivery in the 2022/2023 financial year will be resourced through existing budgets. Resources for the following financial years will be identified through the Medium Term Financial Plan and the Annual Budget setting processes for 2023/24.
- 1.4. The plans described in the report have helped shape and will be delivered through the new joint delivery plan, currently being developed with Worthing Borough Council, for consideration at the October Joint Strategic Committee.

2. Recommendations

Members are recommended to:

- 2.1. Note the strong progress made over the past three years, including the successful delivery of services through the pandemic.
- 2.2. Note and approve the plans for change and delivery set out in the report.

3. Context and Background

- 3.1 Adur District Council has over the last 3 years, through 'Platforms for Our Places', successfully delivered a wide range of quality public services, ranging from waste and recycling to health and wellbeing, economic regeneration and the provision of new and improved housing and greenspaces. Much of this work has been undertaken during the global pandemic impacting every area of the organisation and the communities it seeks to serve. The impact of both the initial crisis and the complexity of the recovery period, including inflation and rises in the cost of living, are set to continue for some time, creating increased and changing demands on the council and the communities it serves.

The Council in undertaking this work has recognised that it cannot and should not do everything for everyone. The role of the district council (as well as providing great services and vital safety nets) is to create and maintain the opportunities and resources upon which our communities can develop and thrive.

- 3.2 Our investment in community infrastructure and public participation during this the period has developed well, enabled by our new Health and Wellbeing Strategy, including our work in supporting and developing food banks, money mentors and our wellbeing hubs. Our acquisition of the Lancing Police station to create 'Lancing Fabric' has created co-working space and offices and for the community to collaborate and support each other. We are proactively working with the Sussex Police and our community safety partners in the delivery of our new Safer Communities Strategy. Key areas of focus include better support for minoritised communities and actions that tackle violence against women and girls. In light of ongoing challenges, significant additional

focus has and will continue to be made to reduce youth offending and associated anti-social behaviour (ASB).

- 3.3 The council has also maintained a focus on jobs and skills, promoting confidence in our places, and attracting very significant levels of investment that have helped to protect, support and enable our local businesses and keep residents in employment. We have reached several major milestones on a series of significant major projects delivering, for example, much needed local housing.

We have also sought to maintain our high streets, markets and visitor economies, ensuring for example planting is well maintained and the streets are kept to high standards of cleanliness. As part of this, planting schemes continue to be reviewed and we have introduced new drought resistant varieties of plants.

- 3.4 We have also continued to benefit from investment supporting the council's focus on encouraging collaboration with communities and partners, the improved use of data, more effective application of digital solutions and multidisciplinary working when addressing complex, cross cutting issues. Our multidisciplinary Proactive Programme is the cornerstone of this approach where we are able to identify and better support households with low financial resilience.

- 3.5 The council's leadership on sustainability is amongst the very best in England and includes a wide number of pipeline projects to help decarbonise the district's estate and offset remaining carbon emissions. For example we have secured Public Sector Decarbonisation Scheme funding to deliver £2m of capital projects identified as part of the Carbon Neutral Plan for Adur Homes. The council has in addition continued to work with Ricardo, Shoreham Port and the Greater Brighton Economic Board as a centre of hydrogen fuel innovation and production. The Adur River Project, New Salts Farm restoration and our wider Sussex Bay initiative will restore blue and green habitats and create significant opportunities for Adur's coastal communities.

- 3.6 The council has successfully delivered these services and activities during a period of significant ongoing financial uncertainty, with planning assumptions requiring frequent revision and updating. During the pandemic for example, there have been significant challenges with reductions in income (e.g. car parking) and increases in expenditure (for example, homelessness and emergency community support). In addition, we are now having to manage

pressures created by inflation that are significantly affecting staff and service delivery costs.

- 3.7 A key area of focus for the council going forward is to ensure our residents, communities and businesses are more resilient and have what they need to thrive. The experience of the pandemic has shown us that building resilience is about actively working to ensure our communities and services are able to respond and be adaptive to the unexpected, whilst also developing capacity to change and improve as a result. For example by improving skills, residents are able to access better paid and more secure employment; in making different choices around greenspace and housing provision we can build much needed homes, secure more biodiversity and reduce impacts on climate change; and in supporting improved wellbeing, residents are better able to avoid the need for medical and social care.

To build resilience we are also working differently, across our workforce, to find new and more effective ways of working and helping those most in need. We are actively seeking to remove unnecessary duplication and enable our staff to work creatively and ultimately more effectively in increasingly complex and difficult situations. Our expanding use of data and improved information gained through stronger collaboration and participation with our communities and partners continues to provide both the foundation and the directional steer in this approach.

4. Adur District Council: Our Place Based Approach

Our Places

- 4.1 Over the past 5 years significant progress has been made to improve services and deliver projects that have delivered much needed housing and improvements to green space. The proactive and collaborative approach of the council in undertaking this work has enabled the district to help residents and businesses thrive today, as well as ensuring our communities know prosperity and wellbeing tomorrow.
- 4.2 This approach has been possible because Adur is a place of community action where people help each other as well as helping themselves. There are numerous examples described above, including Fabric in Lancing, but also the work of the strengthened food network as we seek to support people who are really vulnerable.

- 4.2 The story of Adur, is in many ways a story of smaller and unique places that are acting as centres of regeneration and development. Going forward the council wishes to strengthen this approach, ensuring our places are better networked and connected together so that the whole is greater than the sum of the parts.
- 4.3 In working with Members, communities, businesses and partners we will work to agree priorities and develop roadmaps for each place and critically the connections between them. In general terms we anticipate the following overall approaches in each place to be as follows:
- For **Shoreham** the priority is very much about making sure development of the Western Harbour Arm is able to both meet the housing needs of the area and deliver real benefits of the regeneration activity to local communities with the right infrastructure in place. Ongoing support for the market, the visitor economy and the highstreet is another area of priority.
 - For **Southwick**, this is a story of a bustling town where our priority is about investing in the town centre, realising the benefit of some of the work we have already done in Southwick Square and starting to draw in the regeneration of the Southwick Estate, a major piece of regeneration in Adur.
 - **Sompting** and **Lancing** are in many ways an untapped jewel in the crown of Adur. The council is keen to explore how improvements could be made to better link the station to the sea. As the focus of the Levelling Up bid for Adur, Lancing is a place where there is considerable opportunity to develop cultural and economic capital. The approach being taken will seek to ensure everybody in Lancing sees the benefits of what more economic activity could mean in terms of a bustling high street, thriving village centre and market, improved public realm and increased connectivity with a growing Lancing Business Park. The development of New Monks Farm and the new country park there is another opportunity to create opportunities for Lancing and the surrounding area.
 - For **Fishersgate** the key areas of focus is supporting the development of a 'civic campus' around Eastbrook Manor, able to meet the needs of the community now and in the future. Additionally, work is needed to ensure residents of Fishersgate are able to benefit from the growth and energy of Shoreham Port which is just on its doorstep.

We will undertake much of this work through a number of place-based partners, including the Port, Airport, Traders Associations, key businesses, Lancing BID (Industrial Site) and finally West Sussex County Council under the '**Adur Growth Deal**'. The Growth Deal is an ambitious partnership programme of regeneration designed to attract investment and combine resources with the county and others to deliver local economic growth, enabling the development of new homes and creating employment opportunities and community facilities.

5. Adur District Council: Our Priorities and Actions

- 5.1 Within the above model and approach, the council will seek to continue its delivery of excellent public services and deliver a number of key projects.

Adur's Local Plan, adopted in 2017, forms a key overarching framework for the development and implementation of transport, housing and regeneration projects in the district. In accordance with requirements from central government, we are undertaking a review of the plan to ensure it remains relevant and to help the district address housing shortfalls. This review process will help the council to 'future proof' the plan around commitments made with regard to the declaration of a climate change emergency as well as proposed reforms to national planning guidance. In addition, the council will take this opportunity for further engagement with residents with regard to the Western Harbour Arm development (see below), ensuring infrastructure implications are fully understood and residents can fully benefit from the regeneration activity.

Our Economy

- 5.2 **Economic growth** and the development of **employment opportunities** for local people will remain a key area of focus for Adur Council. This work will include bringing new business to the district and helping people gain the skills needed to secure employment. Through the place based approach described above, and supported by funds such as **Levelling Up**, work will continue in areas to renew infrastructure, stimulate economic development, improve sustainable travel and build new homes. Ongoing collaboration with local, regional and national partners will support this work, helping to drive areas of significant innovation including the potential development of local **hydrogen-based solutions** at Shoreham Port and our pioneering investment in **gigabit** ultrafast infrastructure, making Adur one of the most digitally

connected places in the south east. In addition, the council is proactively working to influence the outcome of a major land sale to secure high quality employment opportunities on the site formally identified for the Ikea store.

- 5.3 If residents are to manage the challenges of inflation and the cost of living they are going to need to benefit directly from the opportunities being created in Adur and its places through regeneration. Information generated by our data capability, but also directly from DWP is helping us to better understand who needs additional support and this is informing our focus on **training and skills**. As part of this approach we will continue to develop our “**Good Work Programme**” that assists people back into work, whilst also helping to address wellbeing issues such as debt, mental health, domestic violence, vulnerable housing and addiction. Through our shared **Youth Hub** provision we will also focus on helping young people to secure employment opportunities.
- 5.4 **Markets** are a key feature of many of our places and they have been through a difficult period because of the pandemic and the associated lock down restrictions. We will continue to work with the traders to ensure our markets are able to thrive, bringing vibrancy to our high streets each month, whilst also providing local / independent businesses the opportunity to trade.
- 5.5 As described above, following the purchase of the police station site in Lancing, a ‘meanwhile use’ has been developed for the site called Fabric. **Fabric** offers space to create sustainable jobs but also to encourage the tenants to work together on ideas that can bring new opportunities to Lancing village. Going forward, we will use the opportunity that Fabric provides for engagement and participation to help inform our approach to **Levelling Up** in Lancing and to establish a long term future for the former police station and surrounds.

Our Housing

- 5.6 **Adur Homes** is a core priority for Adur Council and the improvements started in the past few years will continue and where possible, be accelerated through service redesign and significant capital investment. Work on the HRA budget continues as an area of priority for the district and progress is explained in the accompanying report on the agenda.

Our focus for the next period is on developing a long term sustainable strategy for Adur Homes which will enable us to act on our review of the existing state of the stock, continuing to deliver immediate maintenance remedies and put plans in place for future investment both in the short and long term.

- 5.8 A very significant project for Adur Homes is the improvements or redesign of the **Southwick Estate**. Funding has been secured for a project team which is working with residents to review options including refurbishment, improvements, infill, or partial or full redevelopment of the Southwick Estate. The delivery of the final scheme to be agreed with residents will be a major area of delivery and investment for Southwick, improving homes, open spaces and providing new jobs. Essential maintenance work in Southwick to address residents' concerns will continue to take place whilst this process is being undertaken.
- 5.9 In Shoreham we will seek to redevelop **Ashcroft** with the new scheme consisting of 44 new one bed sheltered housing apartments, designed with generous internal common space and landscaped gardens. The project will see the main block at Ashcroft demolished and the bungalows on the site upgraded to meet modern standards of energy efficiency. We will in 2023 complete two new blocks of housing on **Albion Street** totalling 49 units, including homes at social rent and affordable rent levels. Our work at the **Civic Centre** will continue at pace having secure planning permission for 170 affordable homes in April.
- 5.10 Also in Shoreham the council will seek to progress the development of the **Western Harbour Arm** through the implementation of the Joint Area Action Plan with West Sussex County Council and Brighton and Hove City Council. A number of schemes are progressing to deliver homes for local people including at **Free Wharf and Kingston Wharf**. As described above, the council in progressing this work, will take the opportunity to further engage with residents, ensuring infrastructure implications are fully understood and incorporated into development plans. Following the granting of permission for 467 dwellings at **West Sompting** the developer will be starting on site building the first phase of 96 dwellings and delivering new sports pitches and open spaces.
- 5.11 Our focus on reducing **rough sleeping and homelessness** will continue at pace, meeting the challenges of increased demand. We will, where possible, seek to achieve an 'Everyone In' approach by working with a range of landlords to make offers of accommodation to everyone who is in need. This approach is supported by our "**Opening Doors**" scheme which includes a range of incentives (such as no commission or fees and a guaranteed rent for up to two years), and is increasingly transforming our ability to help families most in need. We will seek to increase our stock of housing for **Emergency**

and Temporary Accommodation including the scheme planned for South Street, Lancing.

Our Communities

- 5.12 The pandemic and now inflation and its impact on the **cost of living**, is affecting every resident in Adur. Inflation has reached a 40-year high and is forecast to rise further in the months to come, driving the cost of essentials up in every area, including energy bills, travel and food.
- 5.13 In response to this difficult situation a key focus of the council in the short and medium will be to help residents and our communities, wherever possible, including the development of a partnership based **action planning process** to address needs. Lessons learnt from the pandemic response will be used to better support communities and build resilience through this next period of challenge and difficulty.
- 5.14 To help us in this work we will continue to invest and seek to expand our multidisciplinary **Proactive Programme** that enables us to identify households with low financial resilience and through our Customer Service team, contact these households to explore ways of increasing household income, reduce household debt and also address issues such as depression, anxiety and loneliness that often accompany financial exclusion. As part of the overall 'safety net' offered we will continue to invest in our **OneStop "Money Coaches"** and we will seek to improve food security by continuing to support the development of a **sustainable food bank network** in Adur.

As part of our Proactive Programme we are also reviewing our approach to **debt collection**. In finding new ways of working we hope to both secure council income and support residents into financial wellbeing, reducing hardship and risk of homelessness.

- 5.15 As part of our proactive and preventative approach, we will continue to invest in the delivery of our **Health and Wellbeing Strategy**, enabling our communities to thrive, focusing on health inequities across the following three priorities:
- **Priority 1** - To improve health and wellbeing for all, focusing on our communities with the poorest health and wellbeing.
 - **Priority 2** - To create places, spaces, and environments that are sustainable and promote and enable good health and wellbeing
 - **Priority 3** - To promote stronger community resilience in our communities and our workforce

With a focus on building resilience, the following services and activities will be delivered through the plan, helping those struggling with the cost of living and the impact of the pandemic:

- **Going Local and Social Prescribing** - Our social prescribing service that gives residents a safe place to get support around health and wellbeing and find out about other mental health and wellbeing services available in Adur.
- **Wellbeing Hubs and Alcohol Service** - A range of services that help residents with a number of concerns including alcohol consumption, weight management, eating healthier, mental health needs, feelings of isolation, money worries and bereavement.
- **Local Community Network** - The delivery of mental health partnership services for young people.

5.16 **Sport and leisure** are essential components of health and wellbeing but also an important component of our open and green space provision (see below). The council will continue to work in partnership with South Downs Leisure enabling and resourcing the delivery of our large scale leisure offer in the district. We will continue to support community groups, clubs and societies in the provision of leisure and sports facilities in community settings, including Buckingham Park Pavillion and Southwick Football Club.

5.17 As part of the overall approach described above, we will continue to invest in the delivery of our **Safer Communities Strategy** which will be focusing on the Adur priorities, including:

- Reductions in public place violent crime with a particular focus on youth safety
- The reduction of harm caused by serious, organised and acquisitive crime
- Increased safety for vulnerable adults and children
- Improved pathways out of offending and reoffending
- Reductions in ASB and hate crime
- Better understand the experiences of minoritised communities
- Tackling violence against women and girls at every opportunity. As part of this commitment, we will actively work with partners to ensure our places are safer by design, seeking to embed these principles across our work and planning for the public realm.

Our Environment

5.18 Adur Council has declared a Climate emergency and is committed to the delivery of the **SustainableAW climate and nature plan**, helping to ensure

the council is able to meet its pledge to be carbon neutral for the emissions we control by 2030 and as a district to be net zero carbon by 2045.

- 5.19 We will, where possible, accelerate work to help **decarbonise** the council's estate and offset any residual emissions. We will use funding sources, such as the **Public Sector Decarbonisation Funding**, to deliver capital projects identified as part of the **Carbon Neutral Plan** work with Technical Services and Adur Homes. Projects currently being implemented through this approach include solar PV arrays at multiple sites, ground and air source heat pumps at Shadwells Court, Tollbridge House and the Shoreham Centre.
- 5.20 We will actively work with WSCC in increasing the number of EV charging points and we will also work with the county to further improve active travel options in the district. The council will continue to work with Ricardo, Shoreham Port and the Greater Brighton Economic Board and the newly established **Hydrogen Sussex Group** positioning Adur as a centre of innovation and production. We will explore how the Waste Team can utilise these emerging hydrogen fuel opportunities in their operational delivery.
- 5.21 The Councils' land acquisitions for nature restoration and community green spaces are among the most innovative interventions made in England by any local authority. These acquisitions include the purchase of **Pad Farm and New Salts Farm** ensuring these sites are preserved for the purposes of enhancing and protecting biodiversity, improving community access and contributing to carbon neutrality. This '**Adur River Project**' will enable the council to progress the restoration of estuarine habitats at pace with local communities, the Environment Agency, the Ouse and Adur Rivers Trust, Surrey Wildlife Trust, South Downs National Park and Sussex Wildlife Trust. Funding for this project will be sought through a DEFRA landscape scale recovery grant. Linked to this and other work along the wider foreshore, we will also work with residents, business and other stakeholders to further improve **bathing water** areas and review facilities for residents and our visitors.
- 5.22 The Adur River project forms part of the **Climate Assembly** recommendation to drive forward the restoration and management of the kelp forest and other "blue" habitats along the West Sussex Coast. This work is being progressed through our **Sussex Bay Initiative**, which aims to bring partners together, and build the funding and governance infrastructure needed to make a real impact. The council will work to ensure the restoration of these habitats that will deliver significant opportunities for Adur's coastal communities, generating new local jobs in fishing, aquaculture, recreation and tourism. The project also

offers significant opportunities for the council to offset its carbon emissions as kelp and estuarine habitats are able to take up and store significant amounts of carbon.

- 5.23 In partnership with Worthing, Adur council will seek to prepare a **Parks and Open Green Spaces** Management Strategy helping to make the district's green spaces cleaner, greener and safer. We will review our investments in play equipment, planting schemes, seating and sport and leisure facilities (see above). Working with WSCC and other partners, we will continue to improve the **defence of exposed sites**, such as Kingston Broadway, to illegal encampment. The council will seek to increase tree planting and we will improve **biodiversity** in our parks and open spaces. As part of this work we will build on a successful pilot scheme where residents identify locations for possible **new street trees** and then help to fund, water and take care of them.
- 5.24 **The Environment Act** sets out a number of significant changes to refuse and recycling and the council will actively engage with the forthcoming guidance on the new requirements. In the meantime we are progressing in a number of areas that should enable us to respond well to the new requirements of the Act. In partnership with Worthing, the council will start the development of a new **Waste Management Strategy**, incorporating resident and commercial feedback on options around general waste collection, recycling and food waste collection. The council will also undertake food waste trials to enable the authority to meet requirements set out in the Environment Act.
- 5.25 The council will actively work with West Sussex County Council to promote and develop sustainable transport options. This work will include the **Local Cycling and Walking Infrastructure Plan** helping to improve active transport options, improving affordability, reducing carbon emissions and improving air quality and wellbeing. With Worthing Council, work will also continue on the development of a sustainable **Bike Share** scheme for Adur.

Our Resources and Service Transformation

- 5.26 Like any well run and responsible council we have to cut our coat according to the cloth we have. The council has and will continue to manage this period of significant financial uncertainty through **prudent and careful management**, including generating income from services and investments but also through **service modernisation** and the use of digital technology. Our approach to financial management, developed through the Medium Term Financial Strategy, will seek to further increase organisational resilience. In undertaking

this planning the Administration will seek to minimise unnecessary additional financial burdens on households through Council Tax.

- 5.27 The council will revise and update its **constitution** in 2022/23, strengthening governance and improving opportunities for residents and community participation. We will make use of the facility to award the titles of **Honorary Alderman and Honorary Alderwoman**, in order to recognise the excellent public service undertaken by long standing past members of the council.
- 5.28 Work to design our new customer relationship management system with Worthing called '**Citizen Hub**' will continue and this will enable council teams to work more effectively together, improving customer experience end to end. Again with Worthing, our **Customer Service** team has continued to deliver excellent levels of service throughout this period and will be further supported in its leadership of the **Proactive work** described above, helping residents to develop financial resilience.
- 5.29 Through the council's **Good Services programme**, Adur will continue to improve service delivery right across the council. This work will include a focus on encouraging **collaboration and participation** with communities and partners, the better use of data and digital solutions and stronger **multidisciplinary** working when addressing complex issues. We will, as part of this work with Worthing, **digitise our Revenue and Benefits** service, undertake a pay review for lower grades, undertake an organisation wide **network and Wifi upgrade** and develop a new **Data Strategy** (through the data lead post). To support this work and release the potential of our staff, we will continue to invest and develop our **learning offer**, building organisational resilience.
- 5.30 We will also continue to invest with Worthing in our **WorkspacesAW** programme, enabling the council to deliver savings, improve services and reduce our carbon footprint. Our work to deliver best practice in **procurement** will also continue delivering best value, including social and environmental outcomes.

6. Engagement and Communication

- 6.1 As outlined in the report, engagement with our communities and partners has proved to be a critical success factor in the delivery of the council's core services, as well as programmes of additional activity and investment. This remains an important area of focus and area for continual development as we move forward.

- 6.2 Delivery of specific projects are communicated through the council's 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 and built into the council's capital and revenue budgets.

8. Legal Implications

- 8.1 Part 1 of the Local Government Act 2000 provides all local authorities with the power to take any steps which are likely to promote the economic, social and environmental wellbeing of their area and residents. It also places a duty on authorities to develop a community strategy, together with other local bodies, for this purpose, and is a strategy that also contributes to the achievement of sustainable development in the UK
- 8.2 S1 of the Localism Act 2011 empowers the council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 8.3 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
- 8.4 Specific legal implications arising from any of the commitments referred to in this report, will be reported to Members, in each commitment specific report delivered as part of the usual decision making process.

Background Papers

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

Officer Contact Details:-

Richard Tuset, Policy Lead

richard.tuset@adur-worthing.gov.uk

Catherine Howe, Chief Executive

01903 221001

Catherine.Howe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

The priorities described in the paper will become one of the key documents informing the direction and prioritisation of the council's work with regard to economic development in the District. The plans for change and delivery for Adur District Council, described in this report, have helped shape and will be delivered through the proposed shared delivery plan being developed in partnership with Worthing Borough Council, for consideration by the Joint Strategic Committee in October.

2. Social

2.1 Social Value - Key areas of focus described in the paper include being responsive to the needs of the community through collaborative working with our communities and businesses. In response to inflation and increases to the cost of living, the council will work with residents, businesses and partners to address needs. Actions will include identifying how the district can help prevent households and businesses experiencing difficulties, as well as helping those who are already struggling. The Proactive project will, for example, enable the council to better identify those most in need of support and target support appropriately.

2.2 Equality Issues -

2.2.1 The council is subject to the general equality duty set out in section 149 of the Equality Act 2010. The council's legal duties (Equality Act 2010) have shaped the development of the plan, for example, 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 and inequality.

2.2.3 Our experience of working with communities during the pandemic and now in the post pandemic period has deepened our relationships with diverse and often marginalised groups and we are seeking to actively capitalise on these new ways of working and new relationships to better understand and respond to those most in need.

2.3 Community Safety Issues (Section 17)

There are specific commitments in the report which relate to the promotion of communities as safe places. Delivery of these commitments by working in partnership with the Police and through multidisciplinary teams is in progress and will be strengthened.

2.4 Human Rights Issues

The services and projects set out in the report will enable the council to identify solutions with other partners that will enable our residents, communities and neighbourhoods to flourish.

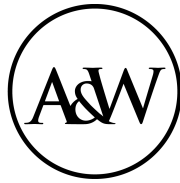
3. Environmental

Developing the council's role in responding to the climate emergency and in protecting and developing the natural environment are key priorities for the council and its ambitions.

4. Governance

This report provides the Committee with an overview of the progress that has been made by Adur over the past 3 years and sets out priorities for the council going forward. The plans described in the report have helped shape and will be delivered through the new joint delivery plan, currently being developed with Worthing Borough Council, for consideration at the October Joint Strategic Committee.

This page is intentionally left blank



ADUR & WORTHING
COUNCILS

Adur Joint Strategic Committee
Sub-Committee
29 September 2022

Key Decision [~~Yes~~/No]

Ward(s) Affected: All

Responding to cost of living impacts in Adur

Report by the Director for Communities

Officer Contact Details: Paula Doherty, Interim Head of Wellbeing, Deborah Georgiou Strategic Lead Cost of Living

Executive Summary

1. Purpose

1.1 There is growing evidence to show the impact that rising costs and inflationary pressures are having on residents in Adur. Whilst all households are impacted upon, increases in energy, food and fuel prices are disproportionately affecting lower income families, lone parents, couples without children, those with disabilities, single income households, and those on fixed incomes. The cumulative impact of inflation is now having an impact on a growing number of households, including new households that have not had to access financial support to date.

1.2 Supporting residents to tackle cost of living pressures is a priority for Adur Council, and there is a clear recognition that following the impact of the pandemic on Adur communities, in particular for more vulnerable households, there is a need to help people to alleviate income pressures. This is not something that Adur Council can do alone - it needs to work collaboratively with other parts of the community, including business and voluntary sector organisations, residents, and local communities as well as other public sector organisations such as WSCC and Jobcentre Plus.

1.3 Assessment of Proactive data [(Proactive interventions to support low income residents - [July 2022](#)), shows significant numbers of households that are in food, fuel, water and overall relative poverty and who are struggling now. Some of the community food groups are reporting unprecedented demand outstripping their ability to help.

1.4 The Council has been working to alleviate the pressures of firstly the pandemic and then emerging cost of living issues, over the last few years. Supported by Council's budget and COMF funding this work has included working with and supporting local community food groups, establishing the Proactive response for those that are struggling, providing health and wellbeing support, and housing and homelessness initiatives.

1.5 In response to the ongoing pressures caused by cost of living impacts, an Adur Cost of Living Roadmap has been developed as a way to convene a range of partners to work together to support and enable as many people as possible to be able to cope over the next two years. The Roadmap aims to respond to both immediate and urgent need, whilst building a longer and more sustainable approach by:

- supporting households to be as financially resilient as possible
- supporting communities to help each other and those in most need
- helping to reduce cost impacts on people
- developing sustainable approaches to address income inequalities

1.6 There are four major areas of focus for the Roadmap:

- Providing Infrastructure support to where there is an immediate short term need
- Developing a sustained and co-ordinated community response to ensure that residents who are vulnerable and most at risk of experiencing financial exclusion are able to achieve better financial wellbeing and resilience
- That Adur Council considers its own organisational culture, policy and practice to ensure it addresses the cost of living crisis
- That partners in Adur work collaboratively to better utilise our resources to meet community needs and promote financial wellbeing and resilience

1.7 Critical to tackling cost of living impacts will be the need to balance the provision of immediate support for households with longer term sustainable measures that support better financial resilience, increased independence and community infrastructure. This report outlines why a co-ordinated and sustainable approach to tackling cost of living impacts is needed, and how Adur Council, through the Cost of Living Roadmap and a supporting Action Plan, will work with partners across government, non government and private sectors to collaboratively support residents. It describes the purpose of the Cost of Living Roadmap and Action Plan and the partnership arrangements that have been set up to support delivery of the Plan.

2. Recommendations

- 2.1. That the Adur Joint Strategic Committee Sub-committee approves the Adur Cost of Living Roadmap (at Appendix 1) which sets out what Adur District Council will do to support residents to manage cost of living impacts.

3. Context

- 3.1. There is currently a national cost of living crisis and economic analysts suggest it will have a deeper and longer term impact than previously forecast. Global and national policy directions are delivering multiple adverse economic impacts for all UK households. In July 2022 forecasts for the main drivers for cost of living pressures were:

- Inflation **to peak at 13%** in October 2022, the highest annual rate since 1982
- From June 2021 to June 2022 **domestic gas prices increased by 95% and domestic electricity prices by 54%**
- The **UK Government's 'Energy Price Guarantee' announced on 8 September 2022** states that from 1 October 2022 a typical household will pay no more than £2,500 a year on energy bills for the next two years.

- 3.2. Household incomes are affected by cumulative impacts both price rises and incomes that are not keeping pace with inflation:

- 91% of adults reported an **increase in their cost of living** (June to July 2022)
- Incomes after tax and adjusted for inflation will **start falling in Q2 2022 and not recover until Q3 2024**
- Low-income households spend a larger proportion of their income on energy and food
- Annual food price inflation will be around 11% in 2022, **peaking at 15%**
- **Average annual grocery bills** will rise by £380
- Only 4% of people donated money to food banks in June 2022, down from the previous 12 months
- Trussell Trust's food parcels distributed in 2021-22 was 32% higher than pre-pandemic levels
- **Benefits increased in April 2022 by 3.1%**, far less than the forecast inflation rate at that date of 8% .

- 3.3. There is growing evidence showing the impact that rising costs and inflationary pressures are having on residents in Adur. Community groups such as food providers report increased demand for their services, support services are overwhelmed with demand, and impacts are being felt more

widely, for example the reported loss of private rental accommodation in the town.

- 3.4. Staff in government and non-government agencies with lower relative incomes are also being now affected by cost of living impacts, and there is increasing evidence that a broader group of households and lower income workers are starting to access food banks and other support services, and are falling into debt and rent or mortgage arrears. The housing affordability crisis, with sub-standard and expensive private rental, and the lack of social and affordable housing options, are compounding factors for many people struggling with price and inflation impacts.
- 3.5. The cost of living emergency comes on the heels of the Covid pandemic which also had a significant impact on the capacity of more at risk and lower income households to cope financially. In response to both of these emergencies, Adur and Worthing Councils have already invested significant funds and effort into supporting its most vulnerable and at risk residents using COMF funds to support:
- Investment in infrastructure and support to **food groups since 2021 of over £142k with a further £25k** to be allocated in 2022/23
 - Investment in **housing and homelessness initiatives of over £190k**
 - **Proactive additional funding of £40k** to provide more capacity to intervene early to support households who are at risk as a result of their financial circumstances.

In 2022/23 all available COMF funding is being used to address Cost of Living impacts. £25k will go directly to food groups and £75k is being used to develop infrastructure and support delivery of a cost of living programme of work.

- 3.6. More recent forms of relief for residents have been provided through the funding available through WSCC which often requires administrative investment by Adur Council. For example, the additional discretionary relief was provided in partnership with WSCC for working age residents claiming Council Tax reduction additional reliefs of up to £150 per household, worth £180k for Adur residents in 2022/23.

The County contributed £149,000 to the Adur scheme with the remainder being funded by the Council.

- 3.7. Tackling cost of living pressures is a priority for Adur Council. There is a clear recognition that following the impact of the pandemic on Adur communities, in particular for more vulnerable households, there is a need to act to help alleviate income pressures. This is not something that the Council can do alone - it needs to work collaboratively with other parts of the community,

business and voluntary sector organisations, residents, and local communities across Adur.

- 3.8. The Adur Cost of Living Roadmap details the high level actions that Adur Council and its partners in the not for profit, government and private sectors support to address the impacts of the rising cost of living. Further detail about the initiatives, including who will lead on their delivery, timeframes, and measures of success, are set out in an accompanying *Adur Cost of Living Action Plan*.

Initiatives set out in the Roadmap and Action Plan come from two Cost of Living Roundtables (March and June 2022) with representatives from a range of cross sectoral agencies. These Roundtables were an opportunity for stakeholders to acknowledge the cost of living problem, and to begin the conversation with partners about what the priorities should be moving forward.

- 3.9. Following the Roundtables, quarterly *Cost of Living Strategic Group* meetings comprising all local stakeholders, will be held to build a collaborative and cross stakeholder approach to developing and delivering the Roadmap. A smaller working group of key partners has also been convened to provide more immediate guidance on implementation of the Roadmap and Action Plan. A number of time limited working groups have also been set up to drive delivery of specific initiatives, including housing and homelessness, ethical debt and data sharing. Work on the ethical debt initiative is already underway and a paper addressing this will also be considered by the Joint Strategic Committee Sub-committee.
- 3.10. The Roadmap will also look to put in place ongoing sustainable measures to address more systemic issues, for example financial exclusion, debt management, and reducing people's energy use. It will also consider place based initiatives in response to the cumulative needs of neighbourhoods within Adur.

4. Issues for consideration

- 4.1. It is critical that cost of living initiatives in Adur engage with, and are delivered by, Council's partners. Adur Council's role is one of stewardship - coordinating and supporting implementation of this programme of work. Whilst Council is the lead agency for some actions in the Roadmap, its role is to facilitate its collective delivery by partners, including WSCC, the NHS, education services, voluntary and community sector partners and local businesses, and most importantly, the community.

- 4.2. The Cost of Living Roadmap and Action Plan are recommended as the most cogent way of pulling together the disparate strands necessary to address the cost of living emergency across multiple service areas - energy, food, support services, housing and financial inclusion amongst others. These documents establish the infrastructure needed to ensure that action can be measured and monitored and that the full range of activities are addressed.
- 4.3. Measuring cost of living impacts is complex as most of the levers driving inflationary upward pressure are not in Council's control. Part of the ongoing work will be to establish what are reasonable measures of performance that can be directly influenced by the work undertaken. A dashboard of indicators will be developed to help Council to understand what is happening in key sectors such as employment, homelessness, and health outcomes, and this will be supported by specific measurement of take up and impact for activities in the Roadmap.

5. Engagement and Communication

- 5.1. There has already been significant consultation with stakeholders about what they consider to be priorities for a cost of living action plan. Two roundtables, a partnership working group, specific sub-working groups and a range of conversations have identified the issues and some possible solutions.
- 5.2. This work does need to have greater input from consumers and it is proposed that a 'resident panel' be set up to provide ongoing input and advice. The Roadmap and Plan need to be flexible and responsive to new input and will be reviewed regularly to take the outcomes of additional consultation into account.
- 5.3. The Council will look to grow its own capabilities around 'participation', and involve people and communities more as the Roadmap is implemented, enabling them to take a more active and influential part in decisions that will affect them.
- 5.4. A Communications Plan will also be in place to support a multi-pronged strategy to engage people and let them know how to access advice and support for cost of living issues. This Plan will consider how to reach a range of communities, including more disadvantaged neighbourhoods and people from ethnic minorities. Communication activities will include offering joint information pop ups across Adur with partners, using traditional and social media mechanisms to reach different groups, developing shared information that provides easy access to advice and signposting, and a toolkit/training for front line staff across the service system.

- 5.5. The Director of Communities will oversee an annual review of the Action Plan to monitor whether targets are being met and what needs to change over time. Councillors will also receive a Cost of Living report from officers annually.

6. Financial Implications

- 6.1. The majority of the initiatives identified within the plan are funded from existing Council budgets and external funding.
- 6.2. Within the Leaders portfolio there is a budget of £120,000 which could be used to support the programme of work if this cannot be contained within existing budgets

7. Legal Implications

- 7.1. Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 7.2. s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation
- 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.

Sustainability & Risk Assessment

There is significant risk associated with delivering such an extensive programme of work with a large range of partners. Co-ordinating and monitoring activity over such a broad remit will require strong governance and oversight. The scale of the task also means that targeted resources will be needed to support the roll out. However, there is a greater risk in not acting, as this would mean that Adur residents might not get the assistance they need.

The Roadmap has been designed to deliver a balance of immediate and more sustainable supporters, for example, energy efficiency and retrofitting work will ensure long term savings on energy costs or householders, developing an ethical lending product for people with very little, or no, income will help tackle payday lending and loan shark activity over the long term.

1. Economic

Economic outcomes are a critical underpinning for any cost of living work. The economic fortunes of the town have an impact on employment rates and wages. Developing employment initiatives through the Council's Good Work scheme as well as identifying new opportunities with DWP and the Chamber of Commerce to enhance training and employment opportunities in the town are included in the Roadmap and Action Plan .

2. Social

2.1 Social Value

This Cost of Living Roadmap forms a key part of Council's Thrive Mission: **People are healthy and resourceful and can access the right help when they need it.** It aims to respond to both immediate need and to build longer term resilience by:

- supporting households to be as financially resilient as possible
- supporting communities to help each other and those in most need
- helping to reduce cost impacts on people
- developing sustainable approaches to address income inequalities

The Adur Cost of Living Roadmap sets out a series of initiatives that will deliver significant social value to Adur residents in both the immediate and longer term.

2.2 Equality Issues

An equalities impact assessment was carried out for the cost of living project at an early stage of its development. In summary it found that:

- Vulnerability to rises in the cost of living are closely associated with poverty and social exclusion. Issues around health, employment, education and wellbeing are all exacerbated by financial stress but can also be factors that lead to its creation. Therefore, those already most socially disadvantaged are likely to be those most at risk of not coping.
- Those already most socially disadvantaged are likely to be those most at risk of not coping. This includes groups such as those protected through the Equality Act 2010, but also those living in Adur and Worthing most disadvantaged neighbourhoods and in relatively expensive private accommodation where rents are rising.

- Many residents will experience cumulative disadvantages as they are from a number of affected communities and are living in areas or have tenures characterised by most challenging circumstances. For example older people, lone parents, carers or those residents who have a known disability and are unable to work, struggling to find work and are on benefits are particularly vulnerable.

Further work will be undertaken to ensure that equalities assessment is part of all of the initiatives captured in the Roadmap.

2.3 Community Safety Issues (Section 17)

There are risks of growing social discontent as cost of living impacts escalate so intervening to try to support the community more effectively is a mitigating strategy.

2.4 Human Rights Issues

No, this proposal does not impact adversely on people's human rights.

3. Environmental

The energy efficiency components of the Cost of Living Roadmap also meet climate action goals.

4. Governance

The Cost of Living Roadmap aligns with Council's core objectives as set out in its Thrive Mission as well as with a number of Council policies such as the 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing, which identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'.

This is an important strategy in reputational terms and Council will need to ensure that it is responsive to partners and to the community in the delivery of the Roadmap.

This programme of work requires extensive resourcing, both within existing workstreams for Council teams, but also as a project in itself. It needs project management and communications support at a minimum to ensure that it can be delivered effectively.

Appendix 1

A Cost of Living Roadmap for Adur

There is growing evidence to show the impact that rising costs and inflationary pressures are having on residents in Adur. Whilst all households are impacted upon, increases in energy, food and fuel prices are disproportionately affecting lower income families, lone parents, couples without children, those with disabilities, single income households, and those on fixed incomes. The cumulative impact of inflation is now having an impact on a growing number of households, including new households that have not had to access financial support to date. There is evidence of more severe, and wider effects of cost of living increases, and this will only grow over the winter months and into 2023.

Supporting residents to tackle cost of living pressures is a priority for Adur Council, and there is a clear recognition that following the impact of the pandemic on Adur communities, in particular for more vulnerable households, there is a need to help people to alleviate income pressures.

This is not something that the Adur Council can do alone - it needs to work collaboratively with other parts of the community, including business and voluntary sector organisations, residents, and local communities.

This work builds on the initiatives Adur Council put in place to respond to the Covid pandemic. In March and June 2022, officers held two *Cost of Living Roundtables* with representatives from a range of cross sectoral agencies. The Roundtables were an opportunity for stakeholders to share their understanding of the cost of living problem, and to begin the conversation with partners about what the priorities should be moving forward. Following the Roundtables, quarterly *Cost of Living Strategic Group* meetings comprising all local stakeholders, will be held to build a collaborative and cross stakeholder approach to developing and delivering a Cost of Living Roadmap for Adur.

The *Cost of Living Roadmap* details the high level actions that Adur Council and its partners in the not for profit, government and private sectors will support to address the rising cost of living. Further detail about the initiatives, including who will lead on their delivery, timeframes, and measures of success, are set out in an accompanying Cost of Living Action Plan. A 'partnership working group' has been convened to provide more immediate guidance on implementation of the Roadmap and Action Plan. A number of time limited working groups have also been set up to drive delivery of specific initiatives, including housing and homelessness, ethical debt and data sharing.

Adur Council is providing and funding administrative support and project management for implementation of the Roadmap which will be supported by a *Cost of Living Action Plan* which will detail the work to be carried out, assign clear timeframes and accountabilities, and outline how the initiatives will be measured.

A Roadmap for Change

This Roadmap builds on significant work that has been done and is already underway. It recognises that there are several compounding impacts converging on households now and which are likely to continue for some time given the current economic climate. This means that the Roadmap has to incorporate multiple approaches to providing residents with support with an emphasis on longer term solutions that deliver a more sustainable service system. The Roadmap recognises the complexity of a broad range of actions to be taken across the service system and looks to balance short term needs with longer term outcomes.

Adur Council's role is one of stewardship - coordinating and supporting implementation of this programme of work. Whilst Council is the lead agency for some actions in the Roadmap, its role is to facilitate delivery by partners of the full suite of initiatives.

There are four major areas of focus for the Roadmap:

1. Providing Infrastructure support to where there is an immediate short term need
2. Developing a sustained and co-ordinated community response to ensure that residents who are most at risk of experiencing financial exclusion are able to achieve better financial wellbeing and resilience
3. That Adur Council considers its own organisational culture, policy and practice to ensure it responds to cost of living impacts
4. That partners in Adur work collaboratively to better use resources to meet community needs.

Immediate action is being taken by the Council and its partners to support households facing the most severe impacts, including maximising benefit and income support entitlements, and supporting food provision. The Roadmap will also look to put in place ongoing sustainable measures for addressing underlying issues, for example financial exclusion, debt management, and reducing people's energy use. It will also consider place-based initiatives in response to the cumulative needs of neighbourhoods within Adur.

Whilst the Cost of Living Roadmap is facilitated by the Council, the effort to deliver it has to be collective involving its partners (WSCC, the NHS, education services, voluntary and community sector partners and local businesses), and most importantly, the community. The Council will grow its own capabilities around 'participation', involving people and communities and enabling them to take a more active and influential part in decisions that are likely to affect them.

It appears likely that there will be further assistance from the UK Government in the lead up to winter and any new arrangements will be reflected in the Roadmap and Action Plan.

What do we want to achieve?

As part of our new and emerging plan, this work sits as part of the Councils' Thriving People agenda, with everyone having the means to lead positive, healthy and independent lives, rather than simply having to make ends meet. People need to be included and valued in their local communities, participating in decisions about their area and the services and support they receive.

This cost of living roadmap forms a key part of Councils' Thrive Mission: **People are healthy and resourceful and can access the right help when they need it.** As part of this we want to challenge and change:

- Structural inequality which exists within our communities and relative deprivation
- Power imbalance in the system
- Reliance on national / global rather than local supply
- Optimise Adur's position in respect of Levelling up bids

In addition we want to optimise Adur's position by investing additional funds into local infrastructure that will deliver economic benefit to residents and businesses in Adur through both the Growth Deal, in partnership with West Sussex County Council, and a Levelling Up Fund bid to target town centre regeneration. This is being prepared for Round Three.

The Cost of Living partnership and Roadmap are designed to address the question ***'how can we all best support residents during a time of challenging cost of living pressures'***. The Cost of Living Action Plan sets out the measurable impacts that will be used to test the success of both the overarching strategy and also specific initiatives. Impact measurement is focused on what it is that the Council and partners can actually influence/change.

In particular, the Roadmap represents an approach that addresses all cost of living impacts, including:

- Energy and utility costs
- Housing costs
- Access to food

- Financial exclusion - access to ethical loans and ethical debt management

There are also broader objectives that have to be considered in supporting the community to be resilient in the face of cost of living impacts. Continuing to deliver a sustainable economy for Adur is fundamental in providing support for many households and enabling residents to thrive, be resilient and connected. This Roadmap will focus on how finite resources are used to support and deliver this work and leverage other resources from our system partners. We want to ensure that we use these resources as efficiently and effectively as possible so that the system works for residents and more simple, accessible arrangements are in place.

Resident engagement and equalities impact assessment will be incorporated into activities in the Roadmap, including for people facing barriers in accessing support or services, and this work will support the Council's wider participation agenda.

The cost of living landscape will change over the three year period of the Roadmap which means it will need to be a flexible and nimble document. Some initiatives can be more detailed in the early phases, but some will require time for more significant development. The Roadmap has a number of impact measures to reflect progress and will be reviewed by the Strategic Group annually and amended to reflect changing circumstances as needed.

Why do we need a Cost of Living Roadmap?

Recent forecasts are that inflation will rise to above 11% in 2022. This is an average figure for all households - for low income households who spend much more of their income on energy and food costs, the inflationary impact will be higher. The energy price cap is predicted to rise to £3,244 per year in October 2022, and food costs are set to rise by upwards of 15% in 2022, the highest level in 20 years. Fuel costs are also at record levels with a record monthly price rise in July 2022.

Staff in government and non-government agencies with lower relative incomes are also being now affected by cost of living impacts, and there is increasing evidence that a broader group of households and lower income workers are starting to access food banks and other support services, and are falling into debt and rent or mortgage arrears. The housing affordability crisis, with sub-standard and expensive private rental, and the lack of social and affordable housing options, are compounding factors for many people struggling with price and inflation impacts.

Harder to measure but as important, is how the pressures on people managing household budgets during the cost of living emergency will impact on their mental health and emotional wellbeing. The Money and Mental Health Policy Institute has said that around half of people in debt also have a mental health issue. Demands for support services will increase and represent some of the hidden costs of the crisis.

The 'HealthyAWC' 2021-2024 Health and Wellbeing Strategy for Adur and Worthing identified that 'many of our residents are only just surviving. They lack sufficient money to live - to feed themselves and their families, to heat their homes'. This was apparent even before recent inflationary increases. The Marmot Review and The Human Rights Commission both found that the pandemic disproportionately affected those communities already experiencing significant health and wellbeing inequality, including older people, those with pre-existing health conditions (including mental health), those on low incomes and in insecure employment and housing. The pandemic also significantly affected minoritised ethnic communities, young people and those with disabilities. This means that for many Worthing residents, most cost of living impacts are serving to compound existing inequalities.

Specific information about what is happening to vulnerable households in Adur has been collected as part of the Proactive pilot. Proactive seeks to intervene early to support households who are at risk as a result of their financial circumstances. The Low Income Family Tracker (LIFT) provides information predominantly about residents in receipt of Housing Benefit, or Council Tax Support. Locally, about 25% of Universal credit recipients also receive council tax support, so LIFT shows us what is happening to a quarter of Universal Credit recipients as well as to those receiving council administered benefits. The Proactive pilot demonstrated that contacting people directly to talk about their financial situation is a successful approach.

Data for July 2022 shows that a total of 10,657 households appeared in LIFT in both Adur and Worthing with 3975 households in Adur. 4,208 households were in relative poverty of which 1,621 live in Adur. In Adur, 1,910 were in fuel poverty, 3,622 in water poverty and 361 in food poverty¹. Looking at all those Adur and Worthing households who appear in LIFT, the numbers "coping" (i.e. those where household income exceeds expected costs by £100+pcm) is relatively stable but showing a small decrease between June and July. The number of households struggling (i.e. those where household income exceeds costs by £0-£100 pcm) has increased by 51 households to 422 June to July and the number of households in crisis (i.e. those where household income is insufficient for housing) increased by 1 household to 58 June to July.

¹ See Policy in Practice [Metrics/definitions](#)

What's been done so far?

There has been significant investment by the Councils in supporting lower income households and those in financial difficulty prior to the current emergency. A number of initiatives have already been put in place to support residents affected by cost of living impacts, including discretionary housing payments, and the Council Tax Support Scheme. Information about the support that Council has already made can be found [here](#). The Roadmap represents an opportunity to consolidate that investment and put in place longer term and more sustainable solutions.

In 2021 the Councils' established a Proactive Pilot. Proactive was designed to offer support to people at an early stage of debt, Council Tax or social housing debt to try to prevent an increase in that debt and to ensure people were accessing all their entitlements and income supports. The Pilot trialled a new way of working for the Councils with staff working in a cross-service, person centred and data led way designed to empower people and build their capacity to manage debt related issues.

To date Proactive has attempted to establish telephone contact/support with approx 900 households in Adur & Worthing and has made contact with 350 of those and advised/supported 250 (across both councils). The pilot enabled us to test the success of a five step pathway that identifies/contacts/supports residents and which also measures the financial impacts of our work. We can demonstrate improved household incomes and/or reduced household debts for a high proportion of those we work with, so there is strong case that the proactive model is able to contribute to helping people impacted by the increasing costs of living and will form a key learning for Adur Council in developing a more responsive and integrated front facing service for more 'at risk' residents, and one that can be scaled up.

Between 2021 and 2022 Adur and Worthing Councils Received Contain Outbreak Management Funding (COMF) totalling £859,000 which was allocated across a number of core areas of work including many designed to address the financial and social impacts of Covid on more vulnerable communities and residents. These included:

- Supporting and enabling financial capability for our communities:
- Supporting and enabling people back into Good Work
- Prevention and early intervention work with vulnerable groups, including mental health and emotional wellbeing
- Assisting the 'emergency food partnership'
- Engaging and supporting vulnerable young people in our communities and places
- Undertaking development work with minoritised communities, including volunteering

Principles guiding the Roadmap

The following principles will guide implementation of the Roadmap. We will:

- build equity into all of the work we do to meet the needs of our diverse communities
- focus on early intervention and prevention responses - moving from the reactive to the preventative
- build capacity, resilience and cohesion for people and communities to support their independence
- work in a participatory way with people and communities
- collaborate with service partners and communities

Appendix 1

The Adur Cost of Living Roadmap September 2022 to August 2024

Our role	Now: 0 to 6 months	Next: 6 to 18 months	Future: 18 - 24 months
Support our food banks which are the frontline of community action:	<ul style="list-style-type: none"> • Support access to funding to support emergency food distribution and infrastructure support for the food network • In collaboration with the Food Network establish a 'food hub' for use as a co-working space for food groups and associated community based groups tackling the cost of living • Support the wider development of a partner led Adur Food Poverty Action Plan, focusing on: <ul style="list-style-type: none"> - work with businesses to increase food supplies to local groups - enhancing collaboration between groups around shared food opportunities 	<ul style="list-style-type: none"> • Phase two of the food hub to be developed and shaped • Continue to develop the food poverty action plan and associated actions • Community fundraising model developed / embedded • Develop a partnership food supply system which ensures that surplus food waste is being directed to food banks • Engage with businesses to provide support to food providers 	

	<p>and infrastructure</p> <ul style="list-style-type: none"> - sustaining food supply focusing on food waste - build on Fareshare / UKHarvest relationships - a local supply chain for food banks 		
<p>Maximising ways to address fuel poverty:</p> <ul style="list-style-type: none"> - Accessing funding - Working with providers locally 	<ul style="list-style-type: none"> • Work with Southern Water and local energy suppliers to support the cost of living work and the ethical debt approaches • Work with Southern Water to identify funding/support for this work • Work with WSCC and other partners to explore fuel vouchers for key workers or alternative supports • Implement legislation relating to the effectiveness, efficiency and economy of heating in the private housing sector through Private Sector Housing compliance work 	<ul style="list-style-type: none"> • Deliver an energy efficiency engagement campaign • Deliver grants and administrative capacity to target and support households in fuel poverty through energy efficiency and energy reduction measures (UK Shared Prosperity Fund) 	

	<ul style="list-style-type: none"> • Work with others to provide 'warm spaces' in Adur for people unable to pay fuel bills 		
<p>Keep people in their homes safely:</p> <ul style="list-style-type: none"> - Interventions with landlords - Maximise supply of social housing 	<ul style="list-style-type: none"> • Join up with other social landlords around ethical debt practices and management • Review use of 'affordability assessments' by social housing landlords • Opening Doors - working with private sector landlords to improve move on options • Consider options to support small landlords considering selling up • Work with the Sussex Partnership Foundation Trust to put in place a Housing Specialist working in mental health settings • Use Personalised Housing Plans to support those in housing need maximise income/manage debt and access support 	<ul style="list-style-type: none"> • Look to re establish the County-wide housing and homelessness group • Relaunch the Homelessness Forum and establish a Landlord Roundtable to support a cohesive partnership approach to sustaining tenancies and develop our supplies of affordable homes. • Develop an older persons strategy to ensure the housing needs are met for our older residents 	<ul style="list-style-type: none"> • Deliver the new Homelessness and Rough Sleeping Strategy • Support our partners to increase supply of affordable homes

<p>Target financial support where its most effective:</p> <ul style="list-style-type: none"> - Accelerate ethical debt work - Open up options for ethical borrowing - Pooling internal support scheme across communities directorate 	<ul style="list-style-type: none"> • Ensure the Councils' website effectively signposts people to cost of living support • Offer at risk households early intervention services in relation to income and debt through Proactive • Introduce an ethical debt recovery approach for Council Tax debt • Support people financially and co-ordinate access to financial support: <ul style="list-style-type: none"> - Household Support Fund - Council Tax Support - Additional discretionary payments - Discretionary Housing Payments (£86,187 for Adur) • Maximise resident take up of entitlements and supports • Provide information to staff about support, including relaunching the payroll loan scheme for Council staff with Boom Community Bank 	<ul style="list-style-type: none"> • Provide financial support to people through an extension of the Proactive Project (UK Shared Prosperity Fund) • Develop a toolkit and training package for staff, councillors and other stakeholder across the service system 	<ul style="list-style-type: none"> • Establish a No Income Lending Scheme (NILS) for the most financially excluded residents (UK Shared Prosperity Fund)
--	--	--	---

<p>Create person centred pathways - always moving 'upstream':</p> <ul style="list-style-type: none"> - Building on the work we have done with proactive - Create a pathway from community groups into proactive 	<ul style="list-style-type: none"> • Develop shared information about how to access support across the service system to support a no wrong door approach • Ensure the Councils' website effectively signposts people to cost of living support • Offer at risk households early intervention services in relation to income and debt through Proactive • Implement a Make Every Contact Count approach including through training people to prevent homelessness and locating staff in a food hub • Improve access to free digital services across the service system 	<ul style="list-style-type: none"> • Improve access to data and information across the system through: <ul style="list-style-type: none"> - understanding who is most at risk - developing Adur and Worthing profiles and forecasting demand and gaps in service - piloting data sharing across the service system about communities and individuals commencing with the Wellbeing Team • Develop opportunities for the co-location of partner services, including drop in sessions • Introduce the Telljo system of wellbeing self assessment for more vulnerable people, helping to signpost them to support more effectively 	<ul style="list-style-type: none"> • Explore options for improved access to online support including a single online portal for the service system for residents accessing information and support • Restructure Council support services to deliver a multi-disciplinary and person centred approach including exploring a one stop approach to support provision with 'no wrong door' • Develop a case management response for people with complex and enduring needs within Council and with external partners
<p>A whole system approach:</p> <ul style="list-style-type: none"> - How are we joining up with other partners? 	<ul style="list-style-type: none"> • Hold quarterly Cost of Living Strategic Group meetings • Hold regular Partnership Working Group meetings • Develop communications 		<ul style="list-style-type: none"> • Develop cost of living support initiatives with Worthing businesses and the local Chamber of Commerce

	<p>capacity and a plan</p> <ul style="list-style-type: none"> • Hold three pop up cost of living information sessions with partners in venues across Adur • Set up a 'resident panel' to advise the partnership on implementing the Roadmap and its actions • Provide support to Cllrs to resource residents through the training and toolkit 		<ul style="list-style-type: none"> • Build relationships and shared approaches with Public Health based on objectives in the Adur and Worthing Health and Wellbeing Strategy • Build a relationship with WSCC in relation to the education sector in Worthing • Work with the DWP and other partners to develop employment and training initiatives
<p>Funding and resources: where are we looking for additional resources?</p> <ul style="list-style-type: none"> - NHS - WSCC - Grant funding for innovation - Crowdfunding with local businesses 	<ul style="list-style-type: none"> • Work with the West Sussex Health and Wellbeing Board and system partners around the cost of living and resources • Design and implement a community fundraising model and match fund business contributions • Work with WSCC around good access to the HSF and other resources to support the cost of living 	<ul style="list-style-type: none"> • Develop a commissioning and contracting approach that targets funds to address cost of living impacts and optimises the use of existing assets • Identify opportunities to secure additional resources to address cost of living impacts 	



ADUR DISTRICT
COUNCIL

Adur Joint Strategic Sub-Committee
29 September 2022

Key Decision [~~Yes~~/No]

Ward(s) Affected: All
Cabinet Portfolio: Environment and Leisure

Public Space Protection Orders - Dog Control

Report by the Director for Communities

Officer Contact Details

Ed Hele, Public Health and Regulation Manager
T: 01273 263330, E: ed.hele@adur-worthing.gov.uk

Executive Summary

1. Purpose

- 1.1. To report the findings of a public consultation to renew the current Dog Control Public Space Protection Order (PSPO) including some variations.
- 1.2. To approve the amendments to the PSPO and renew for a further 3 years.

2. Recommendations

- 2.1. That the Joint Strategic Adur Sub Committee considers the findings of the Public Consultation and approves the proposed amendments to the PSPO as detailed in section 4.1 through to 4.6; and
- 2.2. Resolves to refer these recommendations to the Full Council for approval.

3. Context

- 3.1. **The Anti Social Behaviour, Crime and Policing Act 2014 provides a power to local authorities to implement Public Space Protection Orders (PSPOs)** in specified locations to prevent a particular nuisance or problems in a specific area that is detrimental to the local community's quality of life.
- 3.2. A PSPO is designed to deal with a particular nuisance or problem by placing conditions on the use of the area and providing sanctions for those that do not comply. The breach of a PSPO is a criminal offence for which a fixed penalty notice can be issued and on summary conviction, a fine of up to £1,000 can be imposed. The fixed penalty can be up to £100. At the current time the fixed penalty for breach of a PSPO is £100.
- 3.3. Under the terms of the Anti Social Behaviour, Crime and Policing Act 2014, the maximum term of the orders is 3 years. The current order is Adur District Council PSPO No.1 Dogs and will expire on 18 December 2022.
- 3.4. Local Authorities are able to extend a Public Space Protection Order under Section 60 (2) of the Anti Social Behaviour, Crime and Policing Act if it believes that the order is necessary to prevent the occurrence or recurrence of the activities identified in the order or, an increase in frequency or seriousness of those activities.
- 3.5. Public consultation has taken place on the renewal of the existing PSPO's and proposed amendments.

4. Background

- 4.1. The public consultation was published on the Council's website and promoted via the council's social media channels. Comments were invited to be submitted via an online form on the Council's website, via email to Public Health & Regulation or via post.
- 4.2. The consultation took place for a period of six weeks ending on 26th August 2022. A total of 213 responses were received from the online survey. The following provides a breakdown of the responses received.

Respondent	Number
Adur Resident	108
Worthing Resident	86
Adur Visitor	5
Worthing Visitor	1
Worthing Business	2
Adur Community Group	5
Other	6
Total	213

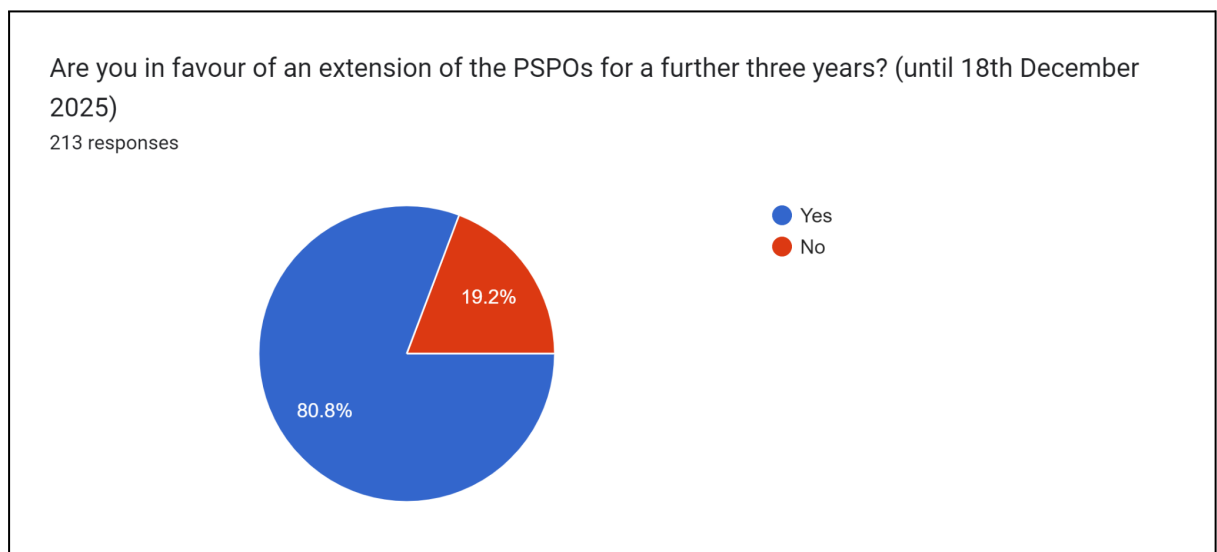
- 4.3. The Anti Social Behaviour Crime & Policing Act 2014 requires the local authority to consult the police. The Office of the Sussex Police & Crime Commissioner and Sussex Police were consulted and no responses have been received.
- 4.4. Others notified of the proposals included West Sussex County Council, Lancing Parish Council, Sompting Parish Council, local veterinary centres, local dog rescue charities, The Kennel Club and The Dogs Trust.
- 4.5. The following amendments were proposed to the PSPO:-
- 4.5.1. Make the footpath beside Adur Riverbank, off Brighton Road, Shoreham a dog's on lead area as the path is very narrow.
 - 4.5.2. Make the Adur Ferry Bridge, Shoreham footpath a dogs on lead area as this is part of the National Cycle Network.
 - 4.5.3. Add the play area and skate park at Lancing Beach Green as dog exclusion zones.
 - 4.5.4. We also proposed to add to each PSPO a requirement for an individual to provide their personal details when being investigated for a possible PSPO offence, as follows:

“Any person approached by an authorised officer or constable in relation to any suspected breach of the terms of this Order shall provide details of that person's full legal name, date of birth, and address, when and if required to do so by any such authorised officer.”

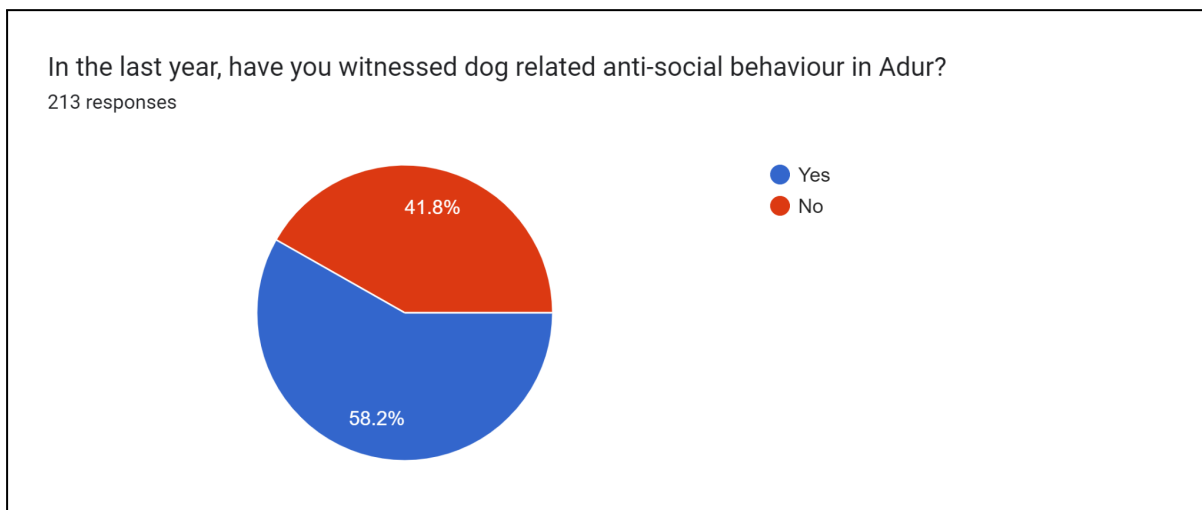
- 4.6. Consideration was given to including the Meads Recreation Ground in the PSPO as the site is leased as a children's play area to West Sussex County Council for Swiss Gardens Primary School. The site was the subject of a separate consultation in 2021 to look at the future of the enclosed grassed area. The site was not included in the consultation but significant responses were received through the consultation process.
- 4.7. Maps showing the above location amendments can be found at Appendices 1, 2 and 3.

5. Consultation Results

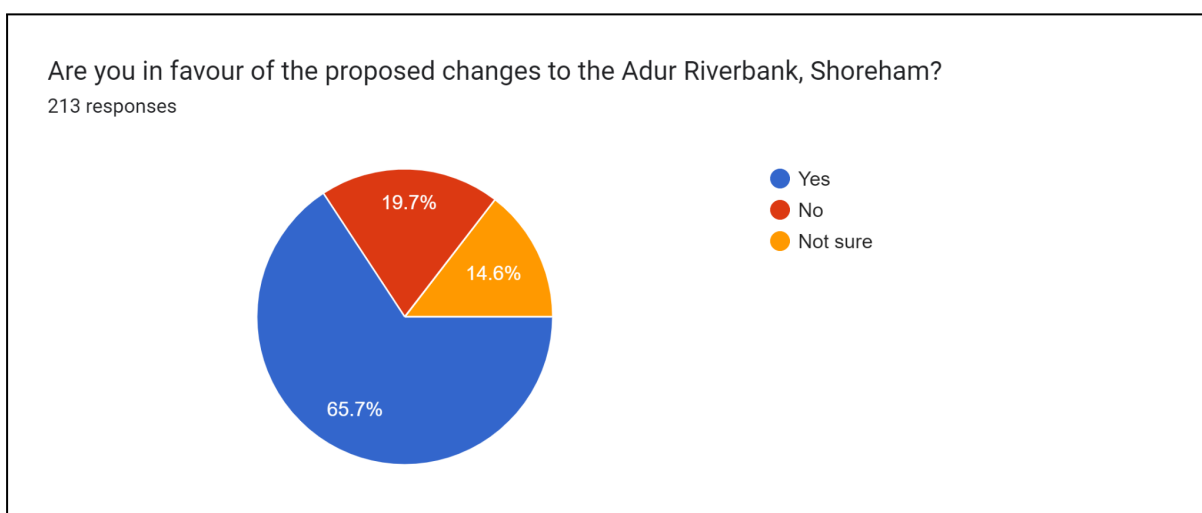
- 5.1. A simultaneous consultation for Adur and Worthing was undertaken as both PSPO's are due for renewal.
- 5.2. A total of 213 online responses and 33 separate emails were received in response to the consultation.
- 5.3. The following questions were asked in relation to the Public Space Protection Orders and provided the following results along with an overview of the comments provided.



The majority (80.8%) of responders were keen to retain the PSPO's for a further 3 years. Some of the responders wanted more areas where dogs are excluded and some wanted less. Similarly some wanted more areas for dogs on leads and some wanted less.



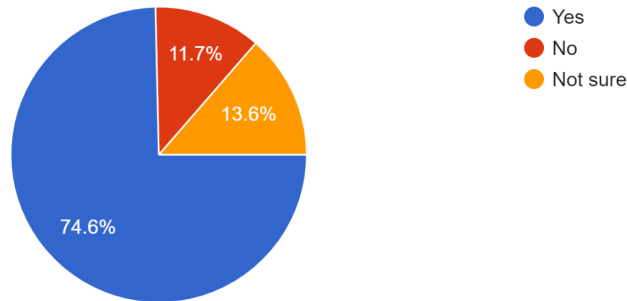
Of the 58.2% of responders who had witnessed dog related anti-social behaviour 87.2 % had witnessed dog fouling, 76.3% had witnessed dogs off lead, 39.1% had witnessed a dog in a prohibited area and 23.1% had witnessed more than 6 dogs being walked at any one time.



Less than 20% were not in favour of dogs on lead control on the Adur Riverbank. Those who weren't in favour felt that there wasn't a need for dogs to be on a lead or that cyclists were more of a concern.

Are you in favour of the proposed changes to the Adur Ferry Bridge, Shoreham?

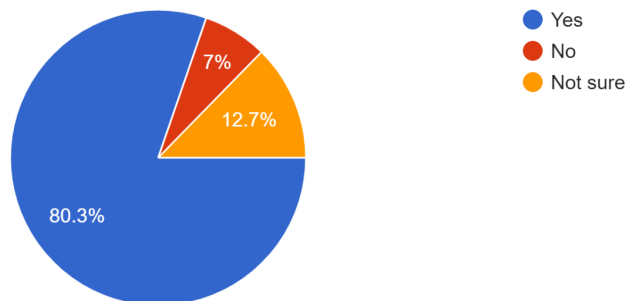
213 responses



74.6% were in support of making the Adur Ferry Bridge, Shoreham footpath a dogs on lead area as this is part of the National Cycle Network. Those who disagreed felt that cyclists should be more cautious and showed concern for their speed crossing the bridge.

Are you in favour of the proposed changes to Lancing Beach Green?

213 responses



Over 80% of responders were in favour of adding the play area and skate park at Lancing Beach Green as dog exclusion zones.

- 5.4. Of the separate emails that were received concern was raised about the restrictions and that the majority of dog walkers are responsible and that it is only a small proportion of dog owners that mean these controls are required.
- 5.5. Significant feedback was received supporting the need for a dog exclusion zone for the Meads Recreation Ground used by Swiss

Gardens Primary School. Feedback from the consultation showed concern that the fenced off grassed area used by the school should be a dog exclusion zone to prevent the risk of dogs fouling this land and therefore the risk of Toxocariasis which is caused by worms found in some dog, cat and fox faeces. Animals with these worms in their digestive system can pass out worm eggs in their faeces. You can become infected if faeces, soil or sand containing these eggs gets in your mouth.

- 5.6. No adverse comments were received with regards to requiring an individual to provide their personal details when being investigated for a possible PSPO offence. This will allow more effective enforcement as some individuals have refused to give their details in the past.
- 5.7. As part of the consultation some concerns were raised about the current lack of resources and the perceived lack of enforcement.
- 5.8. A handful of respondents were concerned about dogs not being required to be on a lead in the Adur Estuary SSSI and Widewater Local Nature Reserve. Officers were unaware of the extent of the issue and will undertake monitoring to gauge the extent of the issue so that the matter can be considered in the future.

6. Issues for consideration

- 6.1. The consultation showed overwhelming support to maintain the existing PSPO's for dog control for a further 3 years up to 2025. It is recommended that the PSPO's are renewed for a further 3 years and that consideration is given to the following proposed amendments in addition.
- 6.2. The Meads recreation ground is problematic as the fenced off grassed area is used by the school during school hours only. There was significant feedback from the consultation that this matter should be included as a dog exclusion zone due to the use by the school. Should a prohibition zone be implemented only during school hours there is concern that it would have little or no effect to prevent the risk of Toxocariasis. To be effective a dog exclusion zone would need to be permanently implemented. Members are asked to consider if a dog exclusion zone should be implemented for the fenced off grassed area of Meads Recreation Ground at this time or whether the matter should

receive further consideration outside this report. A Map of Meads Recreation ground can be found at Appendix 4.

- 6.3. Members are asked to consider including the footpath beside Adur Riverbank, off Brighton Road, Shoreham a dog's on lead area as there less than 20% not in favour of dogs on lead control on the Adur Riverbank.
- 6.4. Members are asked to consider including Adur Ferry Bridge, Shoreham footpath as a dogs on lead area as 74.6% were in favour of this addition.
- 6.5. Members are asked to consider adding the play area and skate park at Lancing Beach Green as dog exclusion zones as over 80% were in favour of it being included.
- 6.6. Members are requested to consider adding the requirement upon request from a police constable or authorised officer for the person to provide their full legal name, date of birth, and address.

7. Engagement and Communication

- 7.1. The consultation was undertaken for a period of 6 weeks and concluded on 26th August 2022. It was accessible on the Councils website and was promoted using social media. Sussex Police, Parish Councils, The Kennel Club, The Dogs Trust, WADARS and other dog related organisations as appropriate were included in the consultation.

8. Financial Implications

- 8.1. There are no unbudgeted financial implications arising from this report.

9. Legal Implications




- 9.1 Chapter 2 of the Anti-Social Behaviour Crime and Policing Act 2014, provides the power to the Council to make Public Space Protection Orders.
- 9.2 Section 111 of the Local Government Act 1972, empowers the Council to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

- 9.3 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.

Legal Officer: Joanne Lee

Date: 21/09/2022

Background Papers

-  [Adur DC Public Space Protection Order - 18th December 2019 - No 1 Dogs \(Sealed\)](#) (584KB)
-  [Adur DC PSPO No 1 dogs - Maps - sites A to M](#) (15,483KB)
-  [Adur DC PSPO No 1 dogs - Maps - sites M to Z](#) (16,153KB)

Appendices

Appendix 1 - Map of proposed amendments Adur Ferry Bridge

Appendix 2 - Map of proposed amendments Adur Riverbank

Appendix 3 - Map of proposed amendments Lancing Green

Appendix 4 - Map of proposed amendments Meads Recreation Ground

Sustainability & Risk Assessment

1. Economic

- Matter considered and no issues identified

2. Social

2.1 Social Value

- PSPO's are designed to deal with a particular nuisance or a problem that is detrimental to the local community's quality of life, in a specific public area.

2.2 Equality Issues

- Dogs are used to assist owners with various disabilities by guiding and/or performing tasks. There is no data on numbers of dog owners or specifically accredited assistance dogs, but it is appreciated that their needs must be considered as part of this process. This is a legal requirement of the Equality Act 2010.

2.3 Community Safety Issues (Section 17)

- To protect public health and public safety from the adverse actions of dogs and less responsible dog owners. To protect the welfare of animals including dogs. To support the welfare of people through responsible dog ownership.

2.4 Human Rights Issues

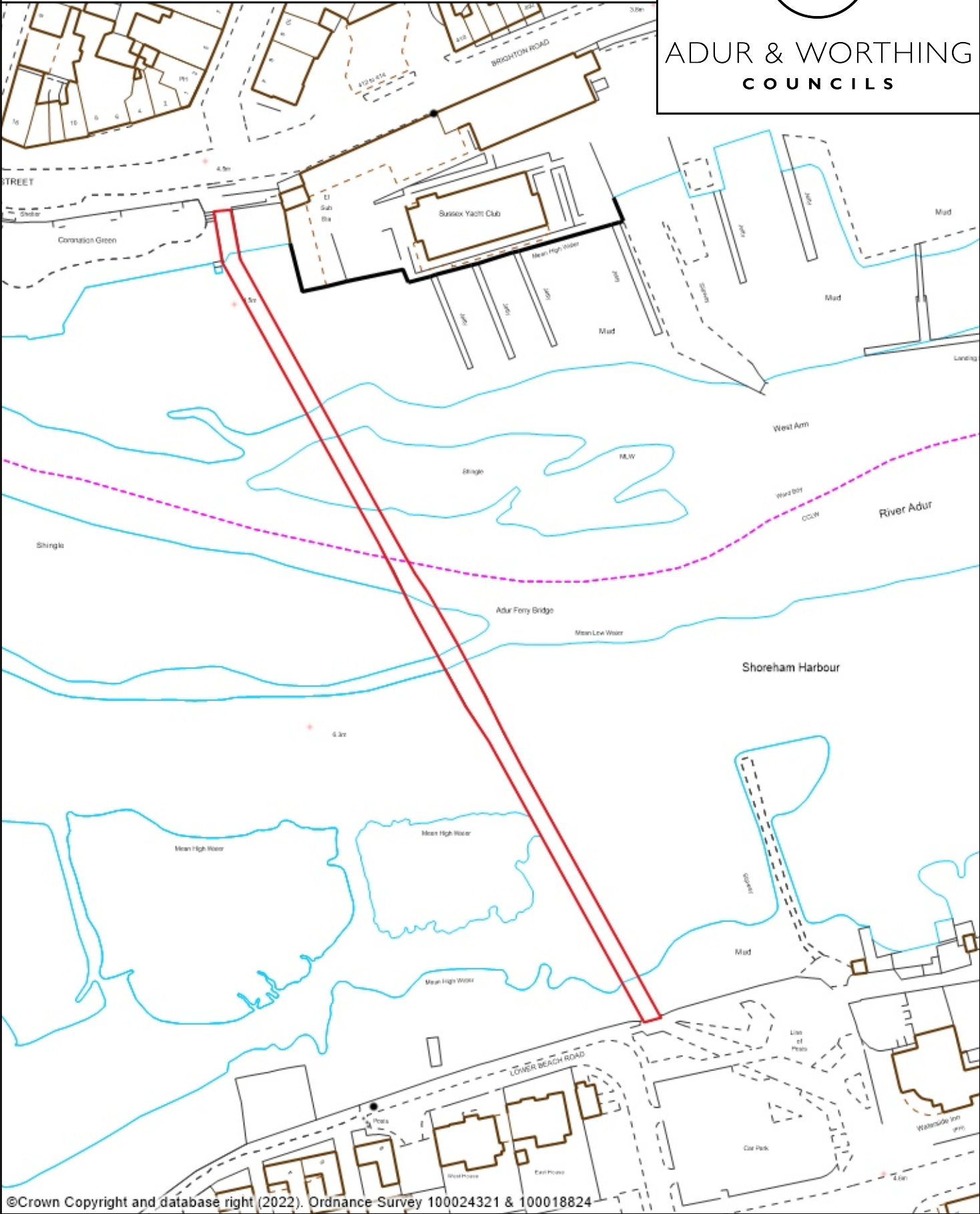
- The Equality & Human Rights Commission (EHRC) defines an assistance dog as dogs that are trained to help people with hearing difficulties, epilepsy, diabetes, physical mobility problems and more. Assistance dogs carry out a variety of practical tasks for people as well as supporting their independence and confidence. Assistance dogs are not pets and are treated as 'auxiliary aids'. Assistance dogs are highly trained which means they: will not wander freely around the premises, will sit or lie quietly on the floor next to their owner and are unlikely to foul in a public place. Most are instantly recognisable by a harness or jacket. However, the law does not require the dog to wear a harness or jacket to identify it as an assistance dog.

3. Environmental

- There are links between the quality of the local environment and the wellbeing of those living and working in the area. A clean, well maintained local environment is crucial for thriving communities.

4. Governance

- PSPO's are specific to each authority covering different areas and as such separate PSPO's are proposed for each Council.



©Crown Copyright and database right (2022). Ordnance Survey 100024321 & 100018824



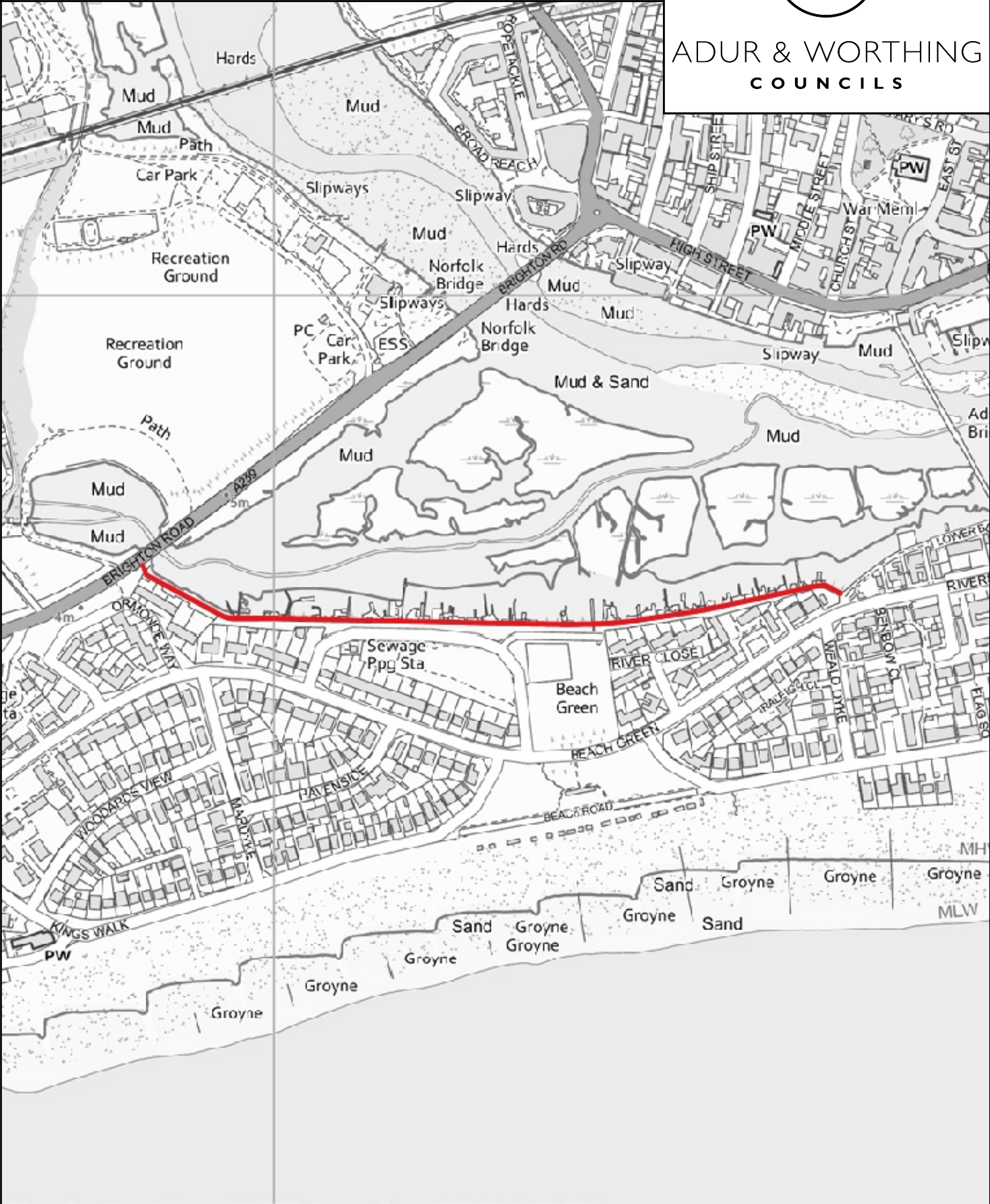
Public Space Protection Order - Dog Control in Adur,
Dogs to be on leads - within land edged red,
Dog exclusion area – within land edged blue

Copyright:

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Licence Number 100024321 & 100018824, 2022



ADUR & WORTHING
COUNCILS



©Crown Copyright and database right (2022). Ordnance Survey 100024321 & 100018824



Public Space Protection Order - Dog Control in Adur,
Dogs to be on leads - within land edged red,
Dog exclusion area – within land edged blue

Copyright:

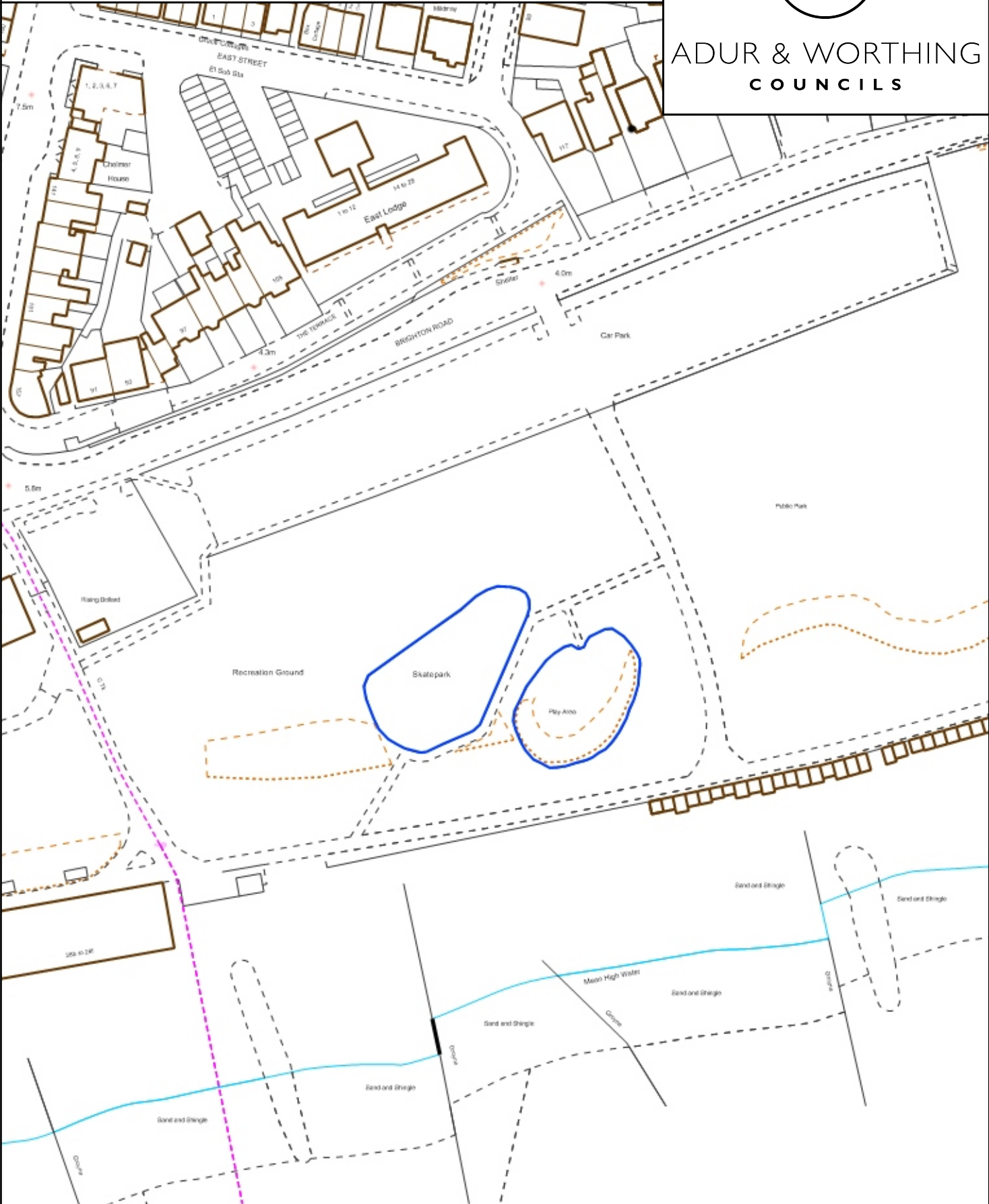
This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Licence Number 100024321 & 100018824, 2022

Site: Lancing Green

04 July 2022



ADUR & WORTHING
COUNCILS



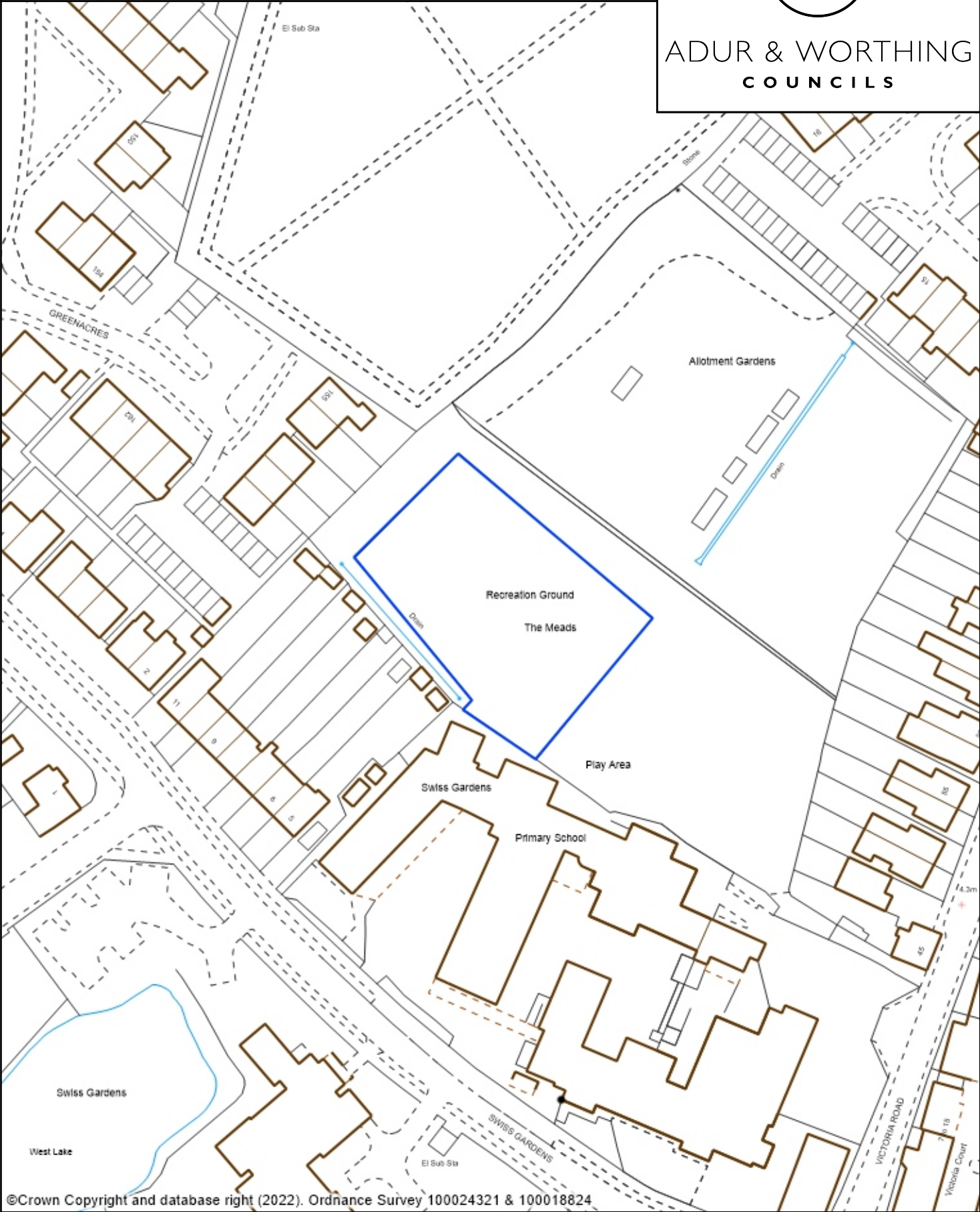
©Crown Copyright and database right (2022). Ordnance Survey 100024321 & 100018824



Public Space Protection Order - Dog Control in Adur,
Dogs to be on leads - within land edged red,
Dog exclusion area – within land edged blue

Copyright:

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Licence Number 100024321 & 100018824, 2022



©Crown Copyright and database right (2022). Ordnance Survey 100024321 & 100018824



Public Space Protection Order - Dog Control in Adur,
Dogs to be on leads - within land edged red,
Dog exclusion area – within land edged blue

Copyright:
This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Licence Number 100024321 & 100018824, 2022