



ADUR DISTRICT  
C O U N C I L

28 December 2022

**Adur Joint Strategic Sub-Committee**

<b>Date:</b>	<b>10 January 2023</b>
<b>Time:</b>	<b>6.30 pm</b>
<b>Venue:</b>	<b>QEII Room, Shoreham Centre</b>

**Committee Membership:** Councillors Carson Albury, Kevin Boram, Angus Dunn (Deputy Leader), Emma Evans, Steve Neocleous and Neil Parkin (Leader)

**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 Strategic Sub-Committee meeting held on 6th December 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 Thursday 5th January 2023 to Democratic Services, [democratic.services@adur-worthing.gov.uk](mailto:democratic.services@adur-worthing.gov.uk)

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

### **4. Members' Questions**

Pre-submitted Members questions are pursuant to rule 12 of the Council & Committee Procedure Rules.

Questions should be submitted by noon on Thursday 5th January 2023 to Democratic Services, [democratic.services@adur-worthing.gov.uk](mailto:democratic.services@adur-worthing.gov.uk)

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

### **5. Items Raised under Urgency Provisions**

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

### **6. UK Shared Prosperity Fund - Investing in Place (Pages 5 - 18)**

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

### **7. Referral of Motion on Notice from Adur District Council (Pages 19 - 24)**

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## **Part B - Not for Publication – Exempt Information Reports**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 on the Council's website. This meeting will remain 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 Senior Democratic Services Officer 01903 221364	Andrew Mathias Senior Solicitor – Legal Services 01903 221032 <a href="mailto:andrew.mathias@adur-worthing.gov.uk">andrew.mathias@adur-worthing.gov.uk</a>

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

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ADUR DISTRICT  
COUNCIL

Adur Joint Strategic Sub-Committee  
10th January 2023

Key Decision Yes

Ward(s) Affected: All  
Cabinet Portfolio: N/A

## UK Shared Prosperity Fund - Investing in Place

### Report by the Director for Communities

#### Officer Contact Details

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#### Executive Summary

##### 1. Purpose

- 1.1. The purpose of this report is to outline to Members the opportunity to obtain funding from Central Government, as part of the UK Shared Prosperity Fund (UKSPF) and use this to deliver against predetermined interventions relating to People and Skills, Community and Place and Supporting Local Business.
- 1.2. To outline how the funding will assist Adur deliver interventions against agreed core themes which are pertinent locally. These include; Cost of Living, Community-led Sustainable Transport Solutions, Community Participation and Engagement, Fuel Poverty and Business Support.
- 1.3. To outline the impact of the UKSPF and associated interventions for Adur District Council (ADC) with particular reference to those priorities that have been identified through other work strands.

- 1.4. To present rationale for ADC to deliver the projects and agree relevant delegations and budgetary requirements to facilitate this.

## **2. Recommendations**

The Adur Joint Strategic Sub-Committee is recommended to

- 2.1 Note that the s151 Officer has entered into a non-legally binding Memorandum of Understanding with the Secretary of State for Levelling Up, Housing and Communities (SOS) regarding the administration and delivery of the UK Shared Prosperity Fund.
- 2.2 Delegate authority to the Director for the Economy and/or the S151 Finance Officer to enter into a binding Funding Agreement with the SOS for receipt of the funding (if required to do so) on terms substantially the same as those set out in the MOU and this report.
- 2.3 Approve the virement of the UKSPF into the Council's budgets and for that budget to facilitate accurate reporting for the receipt and spend of funds.
- 2.4 Delegate authority to the Director for the Economy, Director for Communities and Director of Digital, Sustainability and Resources to develop a procurement strategy for the delivery of the interventions and to enter into any necessary contract, grant funding agreement, or make any required investment under the Council's Treasury Management Policy, to enable the interventions specified in this Report, providing the spend does not exceed the UKSPF Budget.
- 2.5 Agree to an annual report being submitted to JSC to provide an update on the intervention delivery and monitor the spend against authorised budget.

## **3. Context**

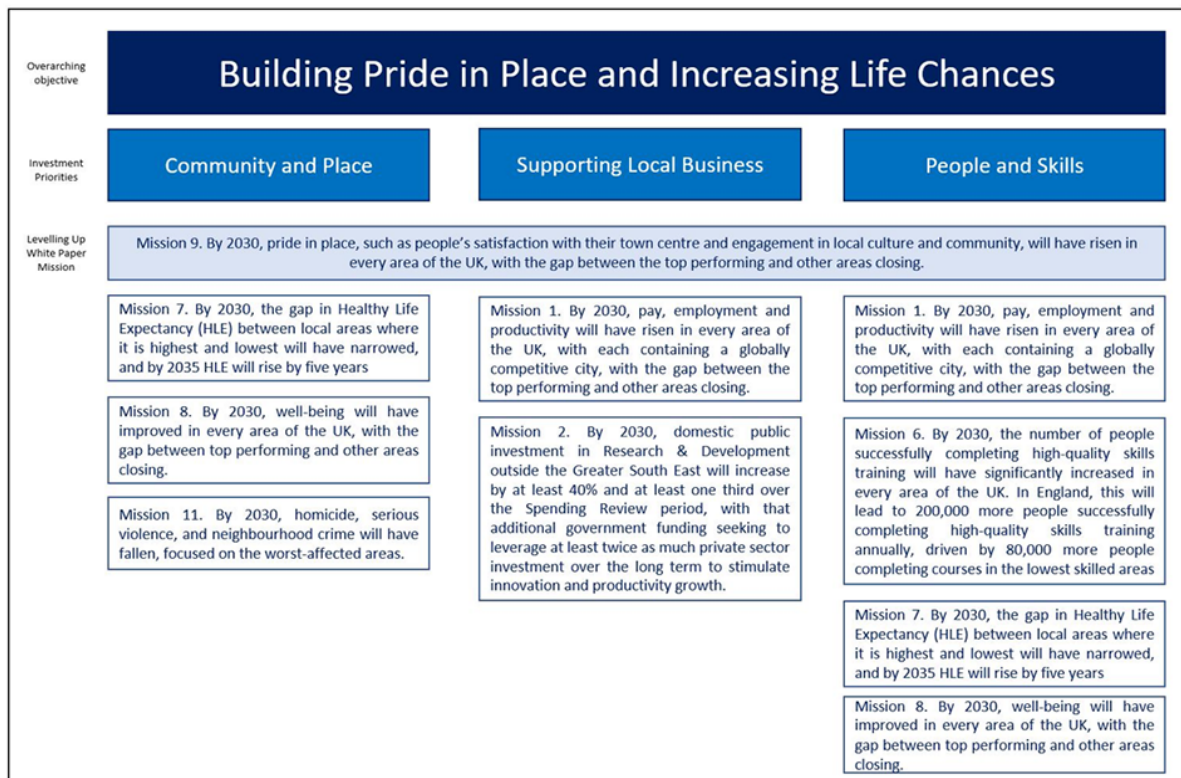
- 3.1. The UK Shared Prosperity Fund (which replaces previous EU Structural funding) will support the UK government's wider commitment

to level up all parts of the UK by delivering on each of the levelling up objectives:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency

3.2. Underneath the overarching aim of building pride in place and increasing life chances, the fund aims to improve the local economy as lives are shaped by the social and physical fabrics of the community and the unique character of local areas shapes where people want to live, work and invest.

3.3. There are three UKSPF investment priorities: **communities and place**; **supporting local business**; and **people and skills**. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission.



3.4. The UKSPF provides an opportunity to engage and address local issues and create a sustainable infrastructure to drive the local economy in the future. The funded interventions will have a direct impact on the following local priorities:

- Cost of living (which also includes fuel poverty)
- Support for local businesses
- Community participation and engagement
- Community-led sustainable transport solutions

3.5. Key dates for the funding are detailed below;

- Prospectus launch: February 2022
- Fund launch: April 2022
- Submission window: 30th June 2022 - 1st August 2022 (extension permitted)
- First payments expected to early local authorities: from October 2022
- Funding period: April 2022 - March 2025

The Council submitted the Investment Plan for Adur District on 9th September 2022, aligned to the extension window.

3.6. All South East lower tier authorities received an allocation of £1m for the three years. Therefore, Adur District Council will have £1m to spend on the agreed priority areas through to March 2025. The government provided the Council with prescriptive yearly funding allocations, as below. This profile, as well as the overarching themes, have dictated when and how the Council can deliver on the interventions. The profile for Adur is:

- 2022-23: £48,494
- 2023-24: £96,988
- 2024-25: £854,518

3.7. The funding is a split of capital and revenue with capital being required for 10% of the interventions in year 22/23, 13% in 23/24 and 20% in 24/25. The majority of the capital intervention will be seen under the Community-led sustainable transport solutions theme.

3.8. Each allocated fund can only be accessed following submission and acceptance of an Investment Plan. The Investment Plan details how the funding will be spent, what the project(s) will deliver, how the project will be managed and the outcomes for the area.

3.9. The UKSPF will be delivered by officers from Adur District Council and will therefore be subject to internal project governance. This will consist of a monthly project meeting comprising Project Leads and Sponsors with specific invitations issued to other Officers and third



parties where applicable. Members will be provided with regular updates from the project team.

#### **4. The proposed work programme**

- 4.1 The identified interventions align to Adur's priorities (see Background Papers) through supporting infrastructure locally, developing sustainable transport, connecting communities, supporting local business and promoting the development of local skills. In addition to the economic gain, the funding will facilitate the delivery of interventions that will seek to alleviate or prevent key issues around housing, finance and wellbeing through schemes such as Proactive and supporting Food Networks.
- 4.2 The proposed interventions align to UKSPF Criteria, Levelling Up and Adur & Worthing Council's Our Plan corporate strategies. In addition, the interventions identified align with local and Member priorities. The projects support interventions to address key themes including; cost of living, sustainable transport, business support, wellbeing, community participation and fuel poverty.

The Adur Cost of Living Roadmap details the high level actions that the Council and its partners in the not for profit, government and private sectors will take 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 Cost of Living Action Plan which broadly covers four major areas of focus:

1. Coordinating an urgent response to the cost of living emergency through helping to meet short term need
2. 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
3. Considering Council's own organisational culture, policy and practice to ensure it addresses the cost of living crisis
4. Ensuring partners in Adur work collaboratively to better utilise resources to meet community needs and promote financial wellbeing and resilience

We have allocated significant investment from the UKSPF to ameliorate against the impacts of the Cost of Living emergency, as 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 urgently to help alleviate income pressures.

- 4.3 Under the aforementioned themes, the interventions that have been identified to be delivered will be done so over the three year project duration. The timing of the interventions are based on priority and funding available per annum.

The identified interventions and proposed timings include;

### **Year 1**

- Cost Of Living - Support the delivery of our Proactive approach delivering to our Thriving People Mission by embedding resources in the Multidisciplinary Team, to deliver services to the right people, at the soonest possible time.
- Further embed and expand our TellJO pilot, using the online screening tool that residents can access by completing a simple online questionnaire which will show them how to request a fair repayment plan with the Councils, get discounts on their utility bills and receive debt advice.
- The tool also provides signposting to third sector organisations offering support for those dealing with issues including mental health conditions, drug or alcohol problems, or domestic abuse. Where residents face barriers in accessing digital forms of support, or where there residents face higher levels of complexity, there is person centred contact support offered through our OneStop service that will underpin and complement our TellJo offer.
- Developing through a local community bank a **No Interest Loan Scheme (NILS)** which supports our Ethical Debt policy and approaches. An investment of £ 50,000 for Adur, matched by Worthing, is anticipated to have a lasting legacy beyond the funding duration, due to this being a replenishing pot, through loan repayments.
- Financially excluded or vulnerable households have no access to affordable loan products. They can't borrow funds because they don't have sufficient income, and they can't afford to pay back interest on any funds borrowed.
- In the context of financial exclusion, no income loans are usually offered by non profit, community based, credit agencies such as credit unions, or community banks. They offer no interest loans that attract no interest and repayment is solely of the principal loan amount. Loans are typically small - on average around £2,000 and used to purchase

essential goods or services that enhance financial independence for the borrower.

- A loan repayment schedule is established based on the real income of the borrower. Repayment schedules are tailored to reflect borrower's financial circumstances, other calls on their money and their capacity to pay.
- Community Participation and Engagement - develop a culture of participation to enable people to be better informed, engaged with and involving people in every day decisions that affect their lives.
- Fuel Poverty - Grant scheme to provide financial assistance to households that are experiencing hardship and require help with fuel.

### **Year 2:**

In addition to the Year 1 interventions:

- Reduce housing demand, improve homelessness prevention services, developing upstream approaches and target hardening entrenched high cost accommodation, through building additional resource capacity.
- Community-led Sustainable Transport Solutions - enable an increase in active and sustainable travel with improved infrastructure and a role to promote and coordinate community projects initiatives and resident engagement campaigns.

### **Year 3:**

In addition to the Year 2 interventions:

- Business - private sector investment, incubation and start ups - support to develop digital and decarbonisation capabilities whilst also seeking to attract new green economy investment and providing a platform for business to innovate.

- 4.4 Due to the nature of the interventions identified and the project delivery method applied, the programme may shift during its natural evolution. This will be discussed regularly within the project group meetings however all proposed changes will be detailed within the Annual Review. Any proposed changes must be agreed by the delegated authority internally before being formally agreed with the UKSPF Relationship Manager. The interventions detailed are those that reflect the most pertinent priorities locally at the current time and appreciation

must be made that these could change over the three year life of the project.

- 4.5 It must be stressed that the interventions identified are not new or additional to the current priorities and or planned workstreams. All interventions align with the UKSPF criteria and address local priorities and have been identified to combat such issues and whilst the funding will facilitate the delivery but it must be emphasised that the interventions had been identified prior to the UKSPF application.
- 4.6 The project will be overseen by the delegated responsibility (Directors), with the project team being made up of key and senior officers and sponsored by the Head of Place and Economy. All members of the project team have an evidenced track record of delivery and be governed by Adur District Council project practices.

## **5. Issues for consideration**

- 5.1. To ensure the smooth receipt of UKSPF grant money and to meet the deadline set by the funder (to return the Memorandum of Understanding and Grant Conditions document), it was necessary for the Chief Executive to sign the required documentation and return it to the funder by COP 23rd December.
- 5.2. To ensure transparency and a full audit of the decision making process, a decision notice was presented to Members and published prior to the deadline for submission.
- 5.3. The UKSPF funded interventions present a significant opportunity to improve and create a sustainable model to support the lives of those that have a connection to places in Adur.
- 5.4. The project will seek to address issues on a local level through delivering interventions that will provide significant strides towards achieving pride of place, improving life chances and reducing carbon usage.
- 5.5. To facilitate the delivery of the interventions Members approval is being sought to approve the following elements;
  - Approval to receive the funding and agree to the proposed delivery and core objectives.
  - Approval to create a UKSPF budget to receive funding and facilitate expenditure.
  - Delegation of responsibility to the Director for the Economy, Director for Communities and Director of Digital, Sustainability and Resources to approve appropriate procurement processes and agree contracts

associated with the delivery of the interventions. All delivery will be subject to the development of a procurement strategy, the outcome of a compliant procurement process and the award being within the available budget.

- 5.6 To ensure compliance to WBC project governance and to ensure appropriate monitoring of expenditure and delivery, approval is sought for a six monthly report, which will be submitted to JSC. The Project Team will also complete quarterly reports to ensure the delivery and spend is progressing as planned with any key decisions or issues raised and presented to the relevant delegated authorities.
- 5.7 The Investment Officer, in collaboration with senior Finance Team officers will take the role of Budget Managers for the project with Delivery Leads being formed of key Heads of Service (Wellbeing, Major Projects and Place and Economy) and Service Managers (Housing Needs, Carbon Reduction Manager and Participation Leads).

## **6. Engagement and Communication**

- 6.1. A UKSPF Project Group has been engaged in the design for interventions that can be delivered based on the local priorities and permitted use of funding. To start, Senior Officers within the organisation were tasked with creating a 'long list' of interventions and local priorities. From the long list, Senior Officers engaged with teams, services and partners to rationalise the list down to a short list that identifies the most pressing local themes that also adhere to the funds criteria. Themes were developed and interventions designed with the Project Group seeking engagement with Officers and Members to ensure the correct methodology is employed and resulting interventions reflect the local need.
- 6.2. Partner agencies and stakeholders were contacted as part of the process, notably around the possibility of engaging delivery partners, with potential agreements to be formed upon acceptance of the Investment Plan.
- 6.3. As with Officer and Member engagement, the interventions and core themes align to national and local government strategies as well as political policies and manifestos.
- 6.4. Throughout the delivery the Project Team will continue to engage internally and externally to ensure the maximum benefit is realised to all with a connection to Adur.
- 6.5. The funding will provide the resources to deliver interventions to combat 'real' issues that are critical to so many locally. It is imperative

that the funding realises the maximum benefit as future opportunities (both externally and internally) are very uncertain.

## 7. Financial Implications

7.1. There is no financial implication to the Councils budget as the expenditure associated with the proposed will be met from the UK Shared Prosperity Fund allocation. Overall the Council will receive £1m as follows:

	2022/23	2023/24	2024/25
	£	Indicative Allocation	Indicative Allocation
		£	£
Revenue			
- General funding	43,494		
- Capacity funding	20,000		
Capital	5,000		
<b>Total</b>	<b>68,494</b>	<b>96,988</b>	<b>854,518</b>

In addition to the £1m each lead authority has been awarded from the UKSPF, £20,000 capacity funding has also been provided to enable the preparation of investment plans.

7.2. The main financial consideration will be aligning the intervention work with the allocation of the funding over the next 3 year period with the largest proportion of the funding coming in 2024/25.

7.3. Under the MOU, if the Council exceeds the funding allocation then this will be the responsibility of the Council to fund.

## 8. Legal Implications

8.1. 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.

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. s1 Local Government (Contracts) Act 1997 confers power on the Council to enter into a contract for the provision of making available assets or services for the purposes of, or in connection with, the discharge of the function by the Council.
- 8.5. When entering into a public contract, the authority is required to comply with the Councils' Contract Standing Orders found at Part 4 of the Councils constitution. All expenditure of the Grant Funding needs to be in accordance with the terms of the grant.

### **Background Papers**

- [UK Shared Prosperity Fund Prospectus](#)
- [JSC Paper \(29 September 2022\) - Priorities for Adur District Council](#)
- [JSC Paper \(29 September 2022\) - Cost of Living Roadmap](#)

## **Sustainability & Risk Assessment**

### **1. Economic**

- Interventions that create a 'Pride of Place' and 'Increase Life Chances' are important to create the right setting for the local economy. By improving local infrastructure, engagement practices, skills, sustainable green economy and alleviating financial pressures for many, the local economy will benefit through local spend, improved and sustainable business, increased employability and viability to live, work and visit the area. Not only does this project represent an opportunity for our businesses, it will also provide possibilities for all to improve their 'quality of life'.
- A number of the activities will support our changing high streets, notably regarding business support; even more so in response to the outturn experienced by the COVID-19 pandemic, as well as transport infrastructure and skills development. The 'interventions' will support and give confidence to residents and visitors regarding the Adur and the benefits of living and working within.

### **2. Social**

#### **2.1 Social Value**

- The interventions will support a number of stakeholders, including those local businesses, residents and employees. The proposal will upgrade and improve the sustainable transport experience whilst also serving to improve life skills, employability and the wellbeing agenda. All elements combine to improve the attractiveness of Adur and the opportunity for the local community.

#### **2.2 Equality Issues**

- The interventions are aimed to ensure all that live, work and visit Adur are positively affected. Wider equality points will be considered and implemented further as the interventions progress through design, procurement and delivery.

#### **2.3 Community Safety Issues (Section 17)**

- Matter considered and no issues identified

#### **2.4 Human Rights Issues**

- Matter considered and no issues identified.



### **3. Environmental**

- Interventions include projects seeking to decarbonise local businesses with grants also made available to facilitate retrofitting of local residential properties which will see a significant reduction in carbon and help work towards Adur & Worthing Council's net zero target.
- The scheme will also support improvements to the cycling and walking infrastructure in Adur, encouraging residents and visitors to utilise the additional pedestrianised space to support their own wellbeing.

### **4. Governance**

- The UKSPF Project Team is existing and functional, and they will act as the key governance control for this project. These will have strict oversight of all elements of the project, including spend and programme progression.
- Overall delegated authority will be help by the Directors for Economy, Communities and Digital and Sustainability and Resources
- These groups combine Members and Officers from ADC and WSCC.
- Further granularity of key roles can be found in point 5.5

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ADUR & WORTHING  
COUNCILS

Adur Joint Strategic Sub-Committee  
10th January 2023

Key Decision: [Yes/No]

Ward(s) Affected: All  
Portfolio: Resources

## Referral of Motion on Notice from Adur District Council

### Report by the Director for Communities

#### Officer Contact Details

Neil Terry

Democratic Services Manager and Deputy Monitoring Officer

01903 221073

[neil.terry@adur-worthing.gov.uk](mailto:neil.terry@adur-worthing.gov.uk)

#### 1. Purpose

- 1.1. This report sets out a motion (attached as Appendix 1) referred from the meeting of Adur District Council on the 15th December 2022.
- 1.2. Members of the Adur Joint Strategic Sub-Committee are asked to consider and determine the Motion.
- 1.3. Members can either support the motion and ask for further work to be carried out in this regard, or, members can reject the motion.

#### 2. Recommendations

- 2.1. That the Adur Joint Strategic Sub-Committee support the motion and determine how further work is carried out; or,
- 2.2. That the Adur Joint Strategic Sub-Committee reject the motion.

### **3. Context**

- 3.1. At its meeting on the 15th December 2022, Adur District Council received a motion from Councillor Lee Cowen, seconded by Councillor Carol O'Neal, details of which can be found at Appendix 1.
- 3.2 The content of the motion is relevant to a matter in relation to which the Council had powers or duties and which specifically affects the District.
- 3.3 The motion contained subject matter that was within the remit of the Joint Strategic Committee and its Sub-Committees. It also included a proposal for the Council to take substantive actions which were within the remit of the Joint Strategic Committee and its Sub-Committees.
- 3.4 During consideration of the motion by Adur Full Council, a motion without notice (CPR 15.1(d)), referring the motion to the Adur Joint Strategic Sub-Committee for consideration, was proposed, seconded and supported.
- 3.5 Where a motion has been referred by Full Council to the Adur Joint Strategic Sub-Committee, the mover, or the seconder in the absence of the mover, shall be entitled to attend the relevant meeting and explain the motion. Councillor Lee Cowen has been made aware that the motion has been referred to this Sub-Committee.

### **4. Issues for consideration**

- 4.1 The Adur Joint Strategic Sub-Committee can either support or reject the motion.
- 4.2 Should the Adur Joint Strategic Sub-Committee support the motion, then the Committee should ask Officers to prepare a further report on the substantive issues to be presented at a future meeting of the Sub-Committee.

### **5. Financial Implications**

- 5.1 Part of the motion requires the Council to undertake significant additional due diligence work around the tax affairs of others (resolution points 5 and 6). Therefore the motion contains substantive actions and if accepted there may be resultant financial implications in the future.

## **6. Legal Implications**

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

## **Background Papers**

Motion to Adur District Council on the 15th December 2022

## **Fair Tax Motion**

### **Full Council notes that:**

1. The pressure on organisations to pay their fair share of tax has never been stronger.
2. Polling from the Institute for Business Ethics finds that “corporate tax avoidance” has, since 2013, been the clear number one concern of the British public when it comes to business conduct.
3. Two thirds of people (66%) believe the Government and local councils should at least consider a company’s ethics and how they pay their tax, as well as value for money and quality of service provided, when awarding contracts to companies.
4. Around 17.5% of public contracts in the UK have been won by companies with links to tax havens.
5. It has been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £17bn per annum in lost corporation tax revenues.
6. The Fair Tax Mark offers a means for businesses to demonstrate good tax conduct, and has been secured by a wide range of businesses across the UK, including FTSE-listed PLCs, co-operatives, social enterprises and large private businesses.

### **Full Council believes that:**

1. Paying tax is often presented as a burden, but it shouldn’t be.
2. Tax enables us to provide services from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies.
3. As recipients of significant public funding, local authorities should take the lead in the promotion of exemplary tax conduct; be that by ensuring contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property.
4. Where councils hold substantive stakes in private enterprises, influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned.

5. More action is needed, however, as current and proposed new UK procurement law significantly restricts councils' ability to either penalise poor tax conduct (as exclusion grounds are rarely triggered) or reward good tax conduct, when buying goods or services.

6. UK cities, counties and towns can and should stand up for responsible tax conduct - doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.

**Full Council resolves to:**

1. Approve the Councils for Fair Tax Declaration.

2. Lead by example and demonstrate good practice in our tax conduct, right across our activities.

3. Ensure IR35 is implemented robustly and contract workers pay a fair share of employment taxes.

4. Not use offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.

5. Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately by suppliers as an artificial device to reduce the payment of tax and business rates.

6. Demand clarity on the ultimate beneficial ownership of suppliers UK and overseas and their consolidated profit & loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing.

7. Promote Fair Tax Mark certification especially for any business in which we have a significant stake and where corporation tax is due.

8. Support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses who are proud to promote responsible tax conduct and pay their fair share of corporation tax.

9. Support calls for urgent reform of UK procurement law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.

**Proposer: Cllr Lee Cowen**

**Seconder: Cllr Carol O'Neal**

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