



ADUR & WORTHING
COUNCILS

25 November 2019

Joint Strategic Committee	
Date:	3 December 2019
Time:	6.30 pm
Venue:	QEII Room, Shoreham Centre, Shoreham-by-Sea

Committee Membership:

Adur District Council: Councillors; Neil Parkin (Adur Chairman), Angus Dunn (Adur Vice-Chairman), Carson Albury, Brian Boggis, Emma Evans and David Simmons

Worthing Borough Council: Councillors; Daniel Humphreys (Worthing Chairman), Kevin Jenkins (Worthing Vice-Chairman), Edward Crouch, Heather Mercer, Elizabeth Sparkes and Val Turner

Agenda

Part A

1. Declarations of Interests

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

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

2. Minutes

To approve the minutes of the Joint Strategic Committee meeting held on 7 November 2019, copies of which have been previously circulated.

3. Public Question Time

To receive any questions from members of the public.

In order for the Committee to provide the fullest answer, questions from the public should be submitted by **noon on Friday 29 November 2019**.

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

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

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

4. Items Raised under Urgency Provisions

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

5. Platforms for our Places Progress Report (July - December 2019) (Pages 1 - 30)

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

6. Platforms for our Places - Going Further (2020-2022) : Unlocking the Power of People, Communities and our Local Geographies (Pages 31 - 120)

To consider a report from the Chief Executive, a copy is attached as item 6.

7. Working towards the 2030 target - Adur & Worthing Councils' Carbon Neutral Plan (Pages 121 - 184)

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

8. SustainableAW Refresh - increasing ambition and deepening engagement (Pages 185 - 208)

To consider a report from the Director for Digital & Resources, a copy is attached as item 8.

9. 2nd Revenue Budget Monitoring Report (Q2) (Pages 209 - 236)

To consider a report from the Director for Digital & Resources, a copy is attached as item 9.

10. 2nd Quarter Capital Investment Programme & Projects Monitoring 2019/20
(Pages 237 - 258)

To consider a report from the Director for Digital & Resources, a copy is attached as item 10.

11. Financially Sustainable Councils: Update to the 2020/21 - 2024/25 budget forecast and savings proposals for 2020/21 (Pages 259 - 294)

To consider a report from the Director for Digital & Resources, a copy is attached as item 11.

12. Investing for the future: Capital Programme 2020/21 to 2022/23 (Pages 295 - 374)

To consider a report from the Director for Digital & Resources, a copy is attached as item 12.

13. Mid Year Review of Treasury Management 2019-20, Adur District Council and Worthing Borough Council (Pages 375 - 396)

To consider a report from the Director for Digital & Resources, a copy is attached as item 13.

Part B - Not for Publication – Exempt Information Reports

None.

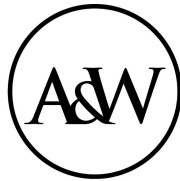
Recording of this meeting

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

For Democratic Services enquiries relating to this meeting please contact:	For Legal Services enquiries relating to this meeting please contact:
Neil Terry Democratic Services Lead 01903 221073 neil.terry@adur-worthing.gov.uk	Susan Sale Solicitor to the Council and Monitoring Officer 01903 221119 Susan.sale@adur-worthing.gov.uk

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

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ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 5

Key Decision [No]
Ward(s) Affected: All

Platforms for our Places Progress Report (July - December 2019)

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1. This is the final six-monthly report informing the Committee on the Councils' progress against the commitments and objectives set out in *Platforms for our Places*. It contains an overview of the progress on delivering the ambitions and commitments set out in *Platforms for our Places* and highlights certain areas of strategic importance.
- 1.2. The Councils have been clear that *Platforms for our Places* was an ambitious strategic programme, designed to help create the healthy, prosperous and well connected communities that our residents wish to see.
- 1.3. The Councils identified 147 actions in *Platforms for our Places*. At the end of the three-year nearly 60% are complete, just over 30% are on-track and primarily reflect ongoing activities within our communities, while less than 10% are at potential risk (and this will not be completed by year end).

2. Recommendations

- 2.1. Note the final progress report on the implementation of *Platforms for our Places* over the period January to July 2019.
- 2.2. Agree to refer this report to Joint Overview and Scrutiny Committee for their consideration.

3. Context

- 3.1. In December 2016 Adur District and Worthing Borough Councils adopted *Platforms for our Places* as the Councils' direction of travel for the next three years. In July 2018 (18 months into that programme) both Councils adopted a revised set of commitments and activities to reflect the progress that had been made and the issues that had emerged over the first half of the programme.
- 3.2. *Platforms for our Places* builds on the need to explore and reset our relationship with our residents, recognising as Councils we cannot and should not do everything for everyone. Our role as Councils (as well as providing great services and vital safety nets) is to create and maintain five essential platforms upon which our communities can build happy, healthy, prosperous and connected places.
- 3.3. *Platforms for our Places* identifies five platforms underpinned by a series of commitments namely:
- a) Our Financial Economies
 - b) Our Social Economies
 - c) Stewarding our Natural Resources
 - d) Services and Solutions for our Places
 - e) Leadership of our Places

Platform	Commitments	Activities & Projects
Our Financial Economies	11	47
Our Social Economies	8	31
Stewarding our Natural Resources	7	21
Services and Solutions for our Places	5	18
Leadership of our Places	7	30

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

- 3.4. Progress reporting draws on the progress of the 147 projects and activities and the Councils broader activities to provide a snapshot of how the Councils are contributing to the development of the five

identified platforms. Table 3.2 shows how the status of projects and activities are determined.

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

Table 3.2: Status Indicators and definitions

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

4. Issues for consideration

4.1. The progress report ([Attachment A](#)) provides an overview of the main highlights, challenges and future focus in the development of the five Platforms over the last six months. The progress report also provides an overview of the current status of Platform Commitments. Table 4.1 provides a further breakdown of these activities and projects. In evaluating the progress of these activities and projects a reasonably objective analysis has been employed, and while there may be debate on 'how green' or 'how amber' a particular project may be, the overall assessment gives a reasonably robust view of our progress.

Platform	On Track	Potential Risk	Complete
Our Financial Economies	19 (40.4%)	5 (10.6%)	23 (48.9%)
Our Social Economies	3 (9.7%)	4 (12.9%)	24 (77.4%)
Stewardship our Natural Resources	11 (52.4%)	1 (4.8%)	9 (42.9%)
Services and Solutions	8 (44.4%)	1 (5.6%)	9 (50%)
Leadership of our Places	5 (16.7%)	3 (10%)	22 (73.3%)
Total	46 (31.3%)	15 (9.5%)	87 (59.2%)

Table 4.1 Status of Commitments by Platforms

4.2. It is also perhaps worth remembering that these 147 commitments are not “everything we do”. Whilst progressing our Platforms agenda we have continued to provide a full portfolio of universal services to the communities we serve. At times this has been challenging, particularly in some of those demands led areas where we have seen an increase in need, without a consequent increase in resources either in terms of finance or assets, for example housing.

4.3. It is not intended in this covering report to comment on each and every issue flagged in the progress report. There are, however, certain strategic themes that can be drawn from the past six months that are probably worthy of drawing to the attention of the Committee.

4.4. Developing our places for the future

4.4.1. We have seen progress around strategic developments across Adur and Worthing. These developments support employment (Teville Gate House, Worthing), Housing (Adur Civic Centre - Phase Two and Fulbeck Avenue, Worthing) and seeing the regeneration of key areas in our town centre (Shoreham Harbour Joint Area Action Plan and Union Place, Worthing).

4.4.2. We are also seeing work begin on the installation of Gigabit Adur & Worthing. Through public and private investment we will see 90 council sites and 50,000 homes connected to full fibre between 2019 and 2022. This will enable ultrafast (gigabit) broadband service and positioning our local communities and economies to take up the emerging opportunities enabled by this infrastructure.

4.4.3. Despite ongoing uncertainty for our economies, this investment sends strong signals of local confidence in our economies. We will continue to build on this confidence through positioning our places for investment, supporting innovative and clean growth, and developing a framework to promote the vitality and distinctiveness of our town centres.

4.5. Building homes and thriving communities

Housing and Homelessness

4.5.1. As outlined in previous reports we continue to see an increase in demand in temporary and emergency accommodation. In

response the Councils have taken proactive steps to prevent homelessness, support rough sleepers and build new homes and temporary accommodation.

- 4.5.2. We have seen the lowest rate of rough sleepers across Adur and Worthing, (standing at seven in November). We continue to work with partners to support homeless people with our work being recognised nationally.
- 4.5.3. Our innovative social lettings agency “Opening Doors” now has more than 20 properties with more in the pipeline. All tenancies to date have been successful with no evictions or bad debts. We continue to work across boundaries to maintain a systemic focus on preventing homelessness, and in the last six months we have prevented or relieved homelessness for 166 households.
- 4.5.4. We are also building our capacity to deliver new temporary, social and affordable housing across our communities. In Adur with developments at 101 North Road, Lancing and Cecil Norris House, Shoreham. Developments at the former Downview pub and Rowlands Road in Worthing will provide valuable council-opened temporary accommodation. While through partnership with Boklok UK we are at the forefront of new opportunities to provide 150 units at Fulbeck Avenue, Worthing, as part of an overarching agreement to deliver up to 500 units.
- 4.5.5. We will continue to build on this progress through the adoption of a new Housing Strategy and strengthen our approach across services to ensure resources are aligned to support a prevention approach to housing and residents’ wellbeing.

Thriving communities

- 4.5.6. We are also making progress on our efforts to enable members of our communities to lead healthy and engaged lives. This involves work to improve health outcomes for our communities, supporting young people’s mental health and wellbeing, fostering opportunities for skills development and employment, and addressing loneliness and social isolation.

4.6. Responding to the Climate Emergency

4.6.1. Following the Councils' declaration of a climate emergency in July 2019 there has been significant acceleration in the Councils' sustainability agenda. In addition to bringing forward the Councils' Carbon Reduction Plan elsewhere in this agenda, the Councils' have supported a number of initiatives to address climate change:

- promoting public and active transport through the easitAdur & Worthing discount travel scheme available to 25,000 local employees, and developing a draft Local Cycling Walking Infrastructure Plan as a first step to develop safer active travel options.
- 528 energy saving interventions, saving £232,000 for residents through the LEAP energy saving scheme. Adur District Council installed a further 20kW Solar PV array on the Shoreham Centre, which is predicted to reduce the Council's carbon by 32 tonnes annually.
- Continue to reduce the Councils use of single use plastic in its efforts to become Plastic Free Councils, and supporting Plastic Free Worthing, Refill Shoreham-by-Sea and Refill Lancing.
- Starting to transition the Councils' fleet to ultra low emissions as part of an ongoing medium term fleet replacement programme.

4.6.2. We also continue to progress efforts to manage our natural environment:

- Shoreham Beach has received an 'Excellent' result for bathing water quality.
- Strong efforts have been made to engage our communities in the future of Brooklands Park, with hundreds of families welcomed to events over the summer and autumn and the revised Masterplan presented at a family halloween event.
- The Councils continue to pursue the Green Flag award for our parks and open spaces. All management plans have also been reviewed to put an increased emphasis on biodiversity.

4.7. Positioning the Councils and our Places for the future

- 4.7.1. New approaches to how the Councils deliver services and act as leaders in our communities are central to the approach outlined in *Platforms for our Places*. The Councils continue to pursue their strategies to improve customer service, enhance our commercial services, and strengthen our investment portfolio. These efforts contribute to ensure our services are more responsive and contribute to the financial sustainability of the Councils.
- 4.7.2. Over the past six months we have continued to engage and take-up positions of leadership across our communities and region. The Councils are currently consulting on a new guide on how we engage, the leader of Worthing Borough Council has taken up key positions in regional organisations, and we have made a significant move to improve digital access to the Councils' decision-making processes.

4.8. Going Further - concluding *Platforms for our Places*

- 4.8.1. Elsewhere on this agenda the Committee will also consider *Platforms for our Places: Going Further* as the next iteration to the Councils' approach and ambition our places.
- 4.8.2. Over the past three years the Councils have successfully used *Platforms of our Places* to help set our direction. At the core of our approach was the importance of Platforms as foundations for great community activity, the profound impact on our communities that focusing on local places and activities can have, and the evolving role for the Councils (and our relationship with our partners) to address the needs, challenges and opportunities facing our communities.
- 4.8.3. While not all commitments have been completed they have articulated a clear statement of intent to the Councils ambitious approach. While *Platforms for our Places: Going Further* represents a revised approach it will retain the broad thrust of its predecessor.

5. Engagement and Communication

- 5.1. As outlined in the progress report ([Attachment A](#)) engagement with our communities and partners is critical to realise our objectives and deliver the individual commitments outlined in *Platforms for our Places*. This will remain an important area of focus as we move into the *Platforms for Places - Going Forward* programme.
- 5.2. Delivery of specific projects are communicated through the Councils' communications channels and press releases as appropriate.

6. Financial Implications

- 6.1. There are no unbudgeted financial implications in this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process. The setting of a draft budget for both Councils for 2019/20 has been undertaken with the *Platforms for our Places* commitments in mind, as will be seen from a variety of reports to JSC in the near future are consistent with the revenue budget and capital strategies.

7. Legal Implications

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

Background Papers

- [Platforms for our Places Progress Report \(January to June 2019\)](#) - Joint Strategic Committee (Item 5) - 9 July 2019
- [Platforms for our Places Progress Report \(July to December 2018\)](#) - Joint Strategic Committee (Item 5) - 31 January 2019
- [Mid-Term Review and Refresh of Platforms for our Places Commitments](#) - adopted by Adur District Council - 19 July 2018; adopted by Worthing Borough Council - 17 July 2018
- [Platforms for our Places: 6 month Progress Report \(January to June 2018\)](#) - Joint Strategic Committee (Item 5) - 10 July 2018

- [Delivering Platforms for our Places: Progress Report June - December 2017](#) - Joint Strategic Committee (Item 5) - 9th January 2018
- [Delivering Platforms for our Places: Mid-Year Report 2017 and Appendix](#) - Joint Strategic Report (Item 5) - 11 July 2017
- [“Platforms for our Places” unlocking the power of people, communities and our local geographies](#) - adopted by Adur District Council - 15 December 2016; adopted by Worthing Borough Council - 20 December 2016

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Sustainability & Risk Assessment

1. Economic

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

2. Social

2.1 Social Value

- 2.1.1 Developing our Social Economies is one of five Platforms for development in *Platforms for our Places*. The progress report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this Platform.

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

2.2 Equality Issues

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

2.3 Community Safety Issues (Section 17)

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

2.4 Human Rights Issues

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

3. Environmental

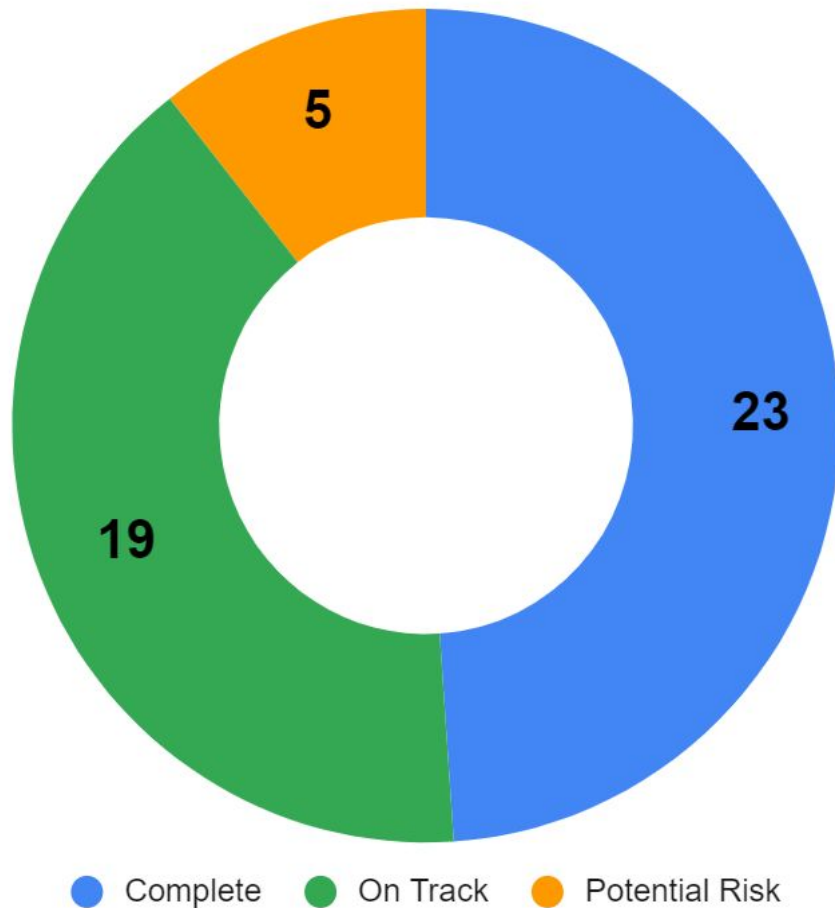
- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platform for our Places*. The progress report ([Attachment A](#)) provides an overview and highlights how on how the Councils are working to develop this platform.

4. Governance

- 4.1 This report provides Joint Strategic Committee an overview of the progress being made to implement *Platforms for our Places*, the Councils’ three-year plan to enable our places to thrive.

- 4.2 The presentation of this report and proposed recommendations to refer it to Joint Overview and Scrutiny Committee ensure that officers are accountable in delivering elected members' ambitions for our places.
- 4.3 Working with local and sub-regional partners is a critical element in delivering *Platforms for our Places*. It will remain an important area of focus for Officers.

Commitment Tracker



Overview : last six months

There has been significant progress toward delivering our Financial Economies commitments over the past six months. We have seen a number of important development proposals come forward and have continued to strengthen our relationships with business and those with a stake in the future health of our town centres.

The visual signals of progress are all around. Major developments are underway and a series of planning applications have reached an advanced stage. We are building; and we are working in partnership with others who want to invest in our places.

Our commitment to grow the cultural offer of our places has been reflected in a fundamental change in the way that Council backed cultural activity is managed and delivered - over the past six months we have seen the culmination of the project to deliver a new cultural Trust for Worthing. We have also stepped up our work to understand how we can best support our creative industries; and this has led to partnership work on a number of new projects that will come forward as we take Platforms further.

Platform Highlights : last six months

Teville Gate House - demolition of the former Inland Revenue Office was completed and the new 5 storey HMRC 'hub' building has begun to emerge apace. The new scheme will be completed by the end of next year and bring up to 900 staff into this central location. Work to commission the accompanying public realm scheme to replace Railway Approach is underway. This project will mark a major improvement to the gateway to the town.

Adur Civic Centre (Phase 2) - over the past 6 months we have completed a development agreement with Hyde Homes to deliver 170 new homes as part of a mixed use scheme that will also provide flexible business space. Work on the preparation of a planning application has also begun.

Worthing Theatres & Museum Cultural Trust - the new Cultural Trust came into being on the 1st November - in time for the panto season. The Trust is preparing an exciting programme for next year and will be working closely with the Borough Council on the 'Let the Light in' project for the Museum.

Fulbeck Avenue, Worthing - we completed a formal development agreement with Boklok UK to agree a plan for approximately 150 new homes at Fulbeck Avenue, Worthing, together with an overarching agreement to deliver 500 further homes in collaboration. This potential for a modular approach to help people enter the housing market has attracted a great amount of public interest nationally and internationally..

The Joint Area Action Plan for Shoreham Harbour - is now adopted. This project is a great example of effective Partnership working and provides the detailed planning framework to ensure the delivery of the project (the regeneration of the Harbour delivering sustainable homes and employment floorspace).

Gigabit Adur & Worthing - additional funding secured from Coast to Capital and West Sussex business rate pool to expand the public sector scheme, creating 90 council sites with full fibre connections across our area. This has been followed by the announcement of a £25m scheme for fibre to 50,000 homes, with construction work now underway from 2019-2022.

Challenges

The broader, strategic challenge for our financial economies will be to understand the '**new economy**' and where our interventions can be made to best effect.

Our **long term economic resilience** will be aided by a good understanding of the different sectors that make up our financial economies. Accordingly, one of our key challenges is ensuring that we have **access to good data** and that we are able to move swiftly to interpret it and take appropriate action.

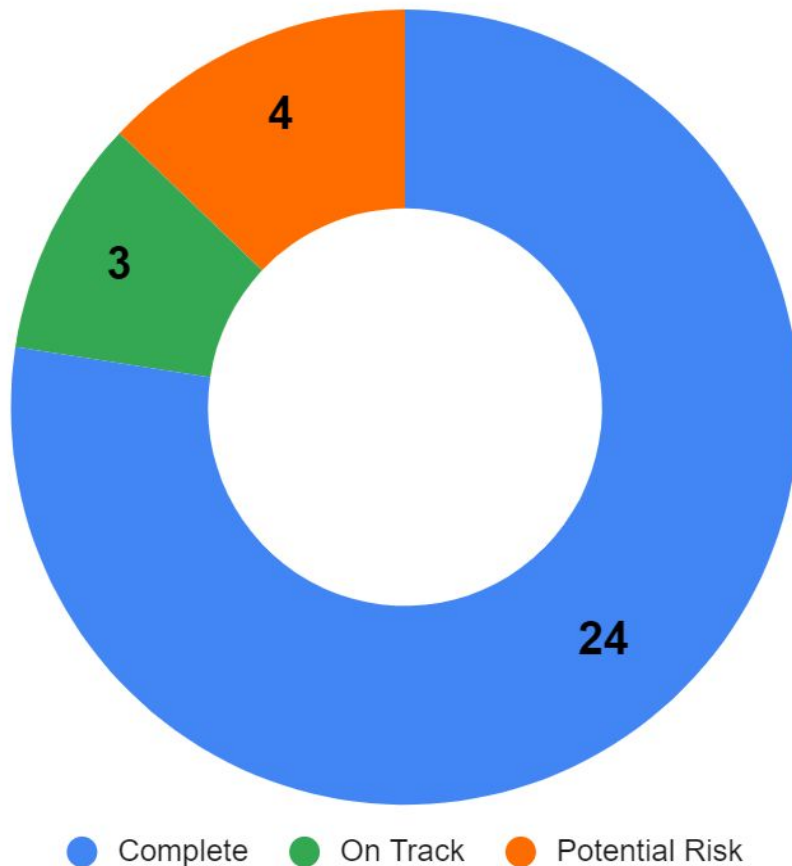
Future Focuses

Strategic partnerships - to support our financial economies and our business communities we will be stepping up our work with a range of different partners to ensure that our places benefit from investment in **digital infrastructure; learning and skills; and sustainable transport improvements**. We will maintain our support for the development of a **strong cultural offer** in our places and work in partnership with those looking to foster new talent and skills in the creative industries, as well as promoting inclusive opportunities for participation.

We will be working with our businesses to support **innovation and clean growth** together with the skills needed to deliver.

We will be developing a '**town centre framework**' to promote the vitality and distinctiveness of our town centres; and will be working with our partners to explore opportunities to deliver learning and business spaces to help our local businesses to thrive.

Commitment Tracker



Overview : last six months

Across all teams, there has been sustained high levels of activity to enable and support our communities to be healthy, well and build resilience, whilst providing a safety net for the most vulnerable.

Strategically we are using service design approaches to ensure that resources across Housing and Wellbeing, are aligned in ways that support prevention. Preventing homelessness, unemployment, ill health or debt and working in ways that build on strengths and enable our communities to build skills, health and their ability to thrive. Additionally, we recognise the need to continue to work systematically with our partners and leverage external resources and expertise into our communities to support this work. Hence our continued focus on partnership work to support some of our most vulnerable communities (such as those sleeping rough, where in partnership with others we have successfully been awarded £340,000), or for those wishing to extend their digital and employment skills, where we have secured an additional £95,000.

Operationally the scale and scope of delivery continues at pace in all areas; whether this be the expansion of the “Opening Doors” scheme, the demolition of Cecil Norris House to make way for 15 new homes, securing £95,000 for our OneStopJunctions, supporting digital and employment skills, Beat the Streets, (which galvanised 16,256 people into action across Adur and Worthing) or the public engagement at Brooklands Park this summer and autumn, the impact on our people and places is tangible.

Platform Highlights : last six months

Preventing Homelessness - Our innovative social lettings agency “Opening Doors” now has more than 20 properties with more in the pipeline. All tenancies to date have been successful with no evictions or bad debts.

We continue to work across boundaries to maintain a systemic focus on preventing homelessness, and in six months we have prevented or relieved homelessness for 166 households.

Rough Sleepers - In November, the Rough Sleeper count across Adur and Worthing stood at seven, the lowest it has been for some years. The work we are leading with systems partners to support these vulnerable people is recognised nationally and team members have been invited to present their work to the next MHCLG Rough Sleepers Initiative partners meeting.

We have also been working with, WSCC, Turning Tides, Coastal CCG, and other partners we have secured more than £340,000 from Public Health England to support access to health services for those rough sleeping.

Building New Homes - Having appointed a senior development manager we are now taking forward our in-house capability to building new homes. 101 North Rd Lancing our first development has new tenants and Cecil Norris House is being demolished. The Downview in Worthing is being refurbished and planning permission has been secured for Downview Phase 2 and Rowlands Rd, to provide valuable additional temporary accommodation.

We are working with Boklok UK to agree a plan for approximately 150 units at Fulbeck Avenue Worthing and an overarching agreement to deliver 500 units in collaboration between the two organisations.

Adur Homes - The Adur Homes capital works programme is progressing well and work at Southwick Square is complete and we plan to commence works on four other blocks in the spring of 2020. Contracts have been awarded for fire safety works to sheltered schemes.

The number of residents using the online portal to report a repair is increasing month on month and the number of VOID properties across Adur Homes fell to its lowest level in recent months (17) as turnaround times have improved.

Regulating private tenancies - We responded to 174 enquiries about housing conditions, issued 31 enforcement notices including three Prohibition Orders and two Emergency Prohibition Orders, and issued four Civil Penalty Notices for a total of over £40,000

Leading on healthier communities - Adur & Worthing senior officers continue to co-chair the Local Community Networks in Adur and Worthing supporting these networks of Health and Community professionals to learn together and act together to improve outcomes for our communities, using the ‘Start Well, Live Well, Age Well’ framework to guide our activity.

Beat the Streets ran successfully for 6 weeks June-July 2019. 16,256 people played the game and collectively covered over 149,000 miles.

More than 400 people were supported by a Wellbeing Advisor in the period to November - higher in both areas than this time last year.

Going Local (Social Prescribing) has received 435 referrals received from 14 surgeries in this period (2,041 total).

Supporting young people - The *Find it Out Plus* project (which is a partnership between the CCG, WSCC and the YMCA - led and driven by Adur & Worthing officers, is aimed at supporting young people's emotional wellbeing and mental health, by providing one front door for them to access support), has recruited two new posts and began a public consultation with young people, to co-design the way in which the project will develop. We are also seeking to embed a university researcher into the team to support ongoing evaluation of the approach and outcomes.

Skills and Employment - Our Design Council Work and Skills programme has moved into the delivery phase and we will be sharing our learning at a national LGA event.

We secured £95,000 funding deliver journey to work and a Money Mentor programme as part of our OneStop Junction.

Our Peer Support Programme has 37 Digital Tutors who support 12 weekly sessions over the year (conducting £9,000 of free volunteer hours) working with 14 Digital network Partners. This year 11 of our Volunteers found employment and five gained new qualifications.

Our Employment Programme including the Rough Sleepers Initiative, has supported 104 unemployed clients offering 121 assessment appointments to

set up an individual action plan focusing on gaining new skills or placements including advocacy support.

Connected communities - The Thriving Connections Project around Loneliness and Social Isolation at all ages will be supporting a network event 'The Opposite of Lonely' in December 2019 to share ideas and build a movement.

A tender process for Eastbrook Manor was carried out and a new group has been selected to manage this centre Sussex Community Development Association, who we hope will start to occupy the centre from early 2020.

Bereavement Services - Our bereavement services team, for the first time held an Open Day at the Worthing Crematorium, welcoming more than 100 visitors, hosting talks and workshops on many aspects of end of life care and supporting the bereaved.

Challenges

Temporary accommodation demand continues to rise - The number of households needing temporary accommodation, particularly in Worthing continues to rise. Whilst we have made good progress sourcing accommodation, attracting landlords to the Opening Doors scheme; securing move on accommodation for those in supported housing and in temporary accommodation continues to be a challenge across our districts. As we start to develop our new Housing Strategy for 2020 these will continue to be high on our agenda.

New solutions for supported housing - We have worked closely with partners across West Sussex to mitigate the worst risks of the cuts to supported housing funding, however there is still a significant reduction in the resource that is available and the full impact of this is yet to be experienced.

Ongoing funding to support rough sleepers - Funding from MHCLG Rough Sleeper Initiatives ends in March 2020, a new one year funding stream has been released to all Local Authorities (previously restricted to named authorities) indicating that securing the funds we need will be a challenge as demand on the fund will be high.

Adur Homes tenants transitioning to Universal Credit - As more tenants of Adur Homes transition to Universal Credit, rental income is likely to be impacted by increased rent arrears, however we will work with tenants to support their money management and agree direct payments arrangements where possible.

Providing safer homes - We continue to identify and carry out necessary fire safety improvement works to ensure all flats within Adur Homes stock are compliant with necessary legislation.

Adur and Worthing still has the highest number of high rise flats within West Sussex therefore we need to continue to carry out joint inspections with West Sussex County Council particularly in response to the Grenfell Fire report.

Addressing Anti-Social Behaviour - Our long standing programme of work to tackle Anti-Social Behaviour (ASB) continues. However ASB issues in our town centre and surrounding parks and spaces have heightened over the

last few months. Work has been focused on developing our approach to dealing with these issues whilst balancing a good level of assertive support. This has been challenging due to the complexity of a few individuals and the length and duration of the legal work needed to address behaviour.

We have also been experiencing a number of small but significant issues around youth related crime and disorder, which has concerned organisations due to the age of some of the perpetrators. We are working with the Police, WSCC and other partners to understand and respond to these issues at an individual and systemic level.

Future Focus

A new housing strategy - We are currently engaging with a range of stakeholders to support the development of the Councils' Housing Strategy 2020, very much building upon the work that has been achieved to date.

New rough sleeper initiatives - We are working closely with MHCLG to ensure our ongoing success in delivering good services for those who sleep on our streets and crucially support them into long term accommodation. In December this year we will mobilise the new project, funded by Public Health England.

Delivering new homes - The Housing development at Albion Street is on track for whole site development by Adur District Council in 2020 and the Hidden Homes design team procurement is underway. This team will start to look at options in more detail with a report coming to Joint Strategy Committee in early 2020.

Preparations are underway for a major refurbishment of buildings in Rock Close, Lock Court, Bushby Close and Beacroft Place. It is expected that work will begin in Spring 2020.

Ensuring those in need are housed - We will complete the review and launch the Allocations Policy to ensure those in most need have access to social housing. Commence consultation process for the implementation of a selective licensing scheme to improve housing standards in private rented accommodation.

Bereavement Services - Our Bereavement services team is developing a customer survey and use the feedback to further develop our services and offer. They are also planning a Christmas memorial service at the Crematorium.

Developing our partnership with WSCC on Public Health - Social prescribing is being enhanced through the additional money for Primary Care Networks and therefore focus will be on developing the team and the outcomes needed for this work in line with a West Sussex approach.

Our work on the Wellbeing Hubs programme will continue to develop and form the focus of a partnership approach with WSCC.

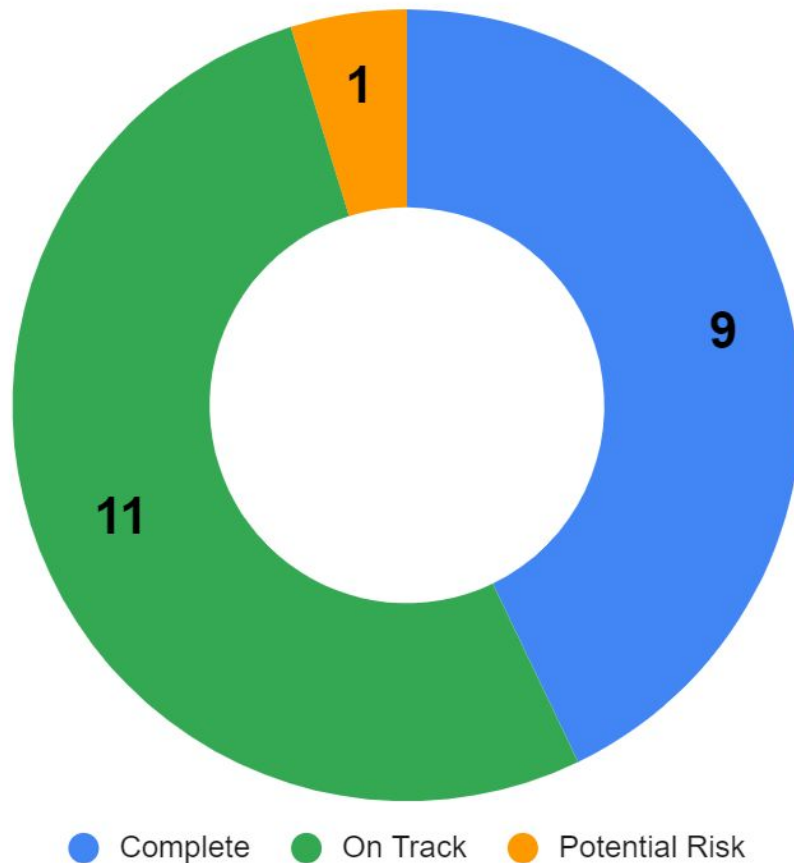
Engaging Young people - The focus we take around young people will form part of our review work to ensure that we work more effectively with our partners and communities.

Safeguarding vulnerable residents - We have more work to develop our approaches across the Councils to safeguarding and with WSCC especially

around the adults agenda where some of our referrals are not being accepted.

Championing volunteering among the Councils' staff - There will be a refresh and reboot of the Councils' volunteering policy and approach to support of charities at work, called Giving.

Commitment Tracker



Overview : last six months

In recent months, we have seen a significant acceleration in activity in the sustainability agenda from a good baseline position. The most significant strategic development has been with the councils' declaration of **Climate Emergency** in July, through which the councils committed to work towards becoming **carbon neutral by 2030** and to produce a plan to achieve this. The plan is brought for approval to this committee in a separate paper ahead of the January 2020 target for its completion. As such, Adur & Worthing Councils become the first local authority in East or West Sussex to develop their plan backing up their Climate Emergency declaration.

We have also received confirmation of a major £32m government funded project which will see Adur & Worthing leading nationally on the testing and trialling of multiple, connected, **smart local energy systems**, details of which will be presented to this Committee in January 2020.

Our work to engage with the wider community on the sustainability agenda is building, with the councils hosting an event for those involved in our **local food** system in September, exploring how to improve support for local producers and sellers. A **Climate Conference** is being organised for March 2020.

Platform Highlights : last six months

The development of **easitAdur & Worthing**, a travel discount scheme for employees of the council and businesses across Adur & Worthing now available to 25,000 employees.

The establishment of **LEAP**, the Local Energy Advice Partnership with Agility Eco, and West Sussex local authorities. This has benefited 121 residents with home energy visits where 528 energy saving measures installed, giving savings of £232,000 through energy savings, energy switching and benefits identification.

Following commitment to become **Plastic Free** and reduce the use of single use plastics, the councils have delivered a range of actions including supporting the launches of a further three community campaigns: **Plastic Free Worthing** (Transition Town Worthing), **Refill Shoreham-by-Sea** (Emma Criddle) and **Refill Lancing** (Keep Lancing Lovely).

Installed a further 20kW **Solar PV array** on the Shoreham Centre to deliver a predicted 32 tonnes of carbon savings annually from this and the Portland House 30kW PV array.

Developed a draft Adur & Worthing **Local Cycling and Walking Infrastructure Plan** as first take steps towards developing safer and easier cycling and walking provision across Adur and Worthing.

The **bathing water quality** in Adur and Worthing has been maintained or improved, with Shoreham Beach rising to Excellent from Good this year.

Our **Brooklands Park** summer and autumn events have welcomed several

hundreds of families to the park to engage in activities as far ranging as building bug hotels to pumpkin carving. In October we shared the next iteration of the Masterplan for the park to those who attended the Halloween half term event.

In July 2019 JSC approved the purchase of the first vans for the council fleet as part of the planned transition of the **council fleet to ultra low emission vehicles** as part of the fleet replacement programme.

For 2019 there was one new **Green Flag award** obtained for our parks. For 2020, there will be 2 new sites submitted for the award. All the management plans have been rewritten for all of the present sites to ensure that biodiversity is a major aspect of the plans. Ensuring that for the plans going forward over 5 years that there is an increase in biodiversity and change in our landscape management to enable this.

Challenges

Meeting the **carbon neutral target for 2030**. The Carbon Reduction Plan provides a robust and ambitious plan which will require resources and major transitions in a number of areas, including the development of strategic options for offsetting.

Securing the **commitment** of other organisations, businesses, communities and individuals to adopt similarly ambitious carbon reduction plans to deliver carbon reduction area wide will be very challenging and require significant leadership and engagement for the long term.

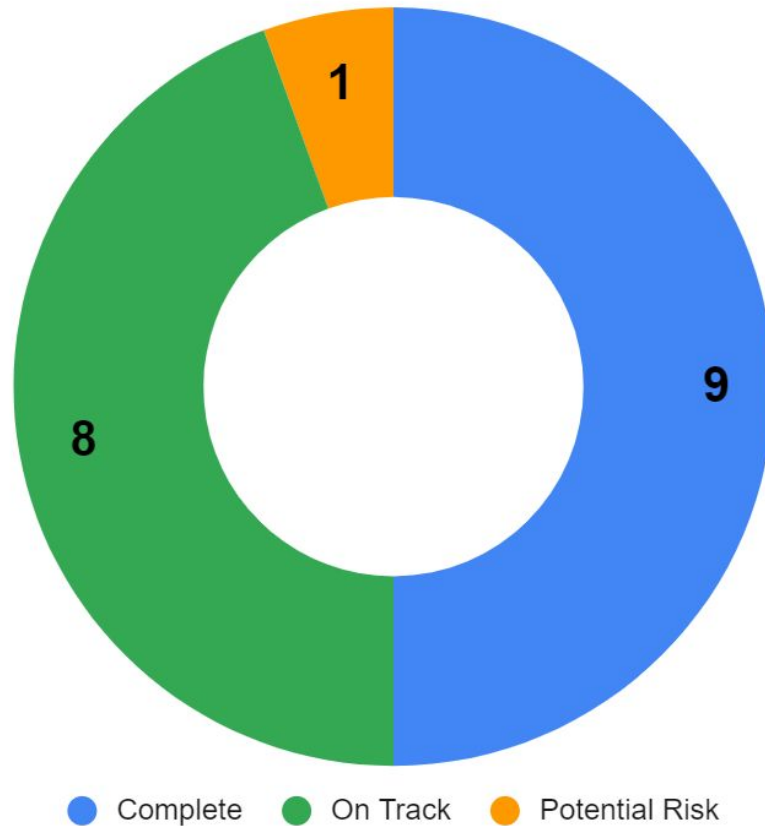
Future Focuses

Four new areas have been identified for inclusion into the refreshed Sustainable AW framework: **shared leadership, food, climate resilience and land use & planning.**

A range of **community engagement events** are being organised for 2020

A **quarterly publication *Sustainable AW*** will provide a communications platform for both council stories and stories from community groups and other organisation to share progress, and build an increasingly active network.

Commitment Tracker



Overview : last six months

Our “**Effortless**” customer services programme has driven a wide range of improvements in how we support our customers. There are now **45 customer champions** across the organisation, helping deliver a range of improvements and working to meet our new **Good Service Standards**. Training has been developed for complaints handling, plain english and good customer service, and customer satisfaction ratings in the contact centre are very high, with **94%** feeling their query was handled fairly, and **98%** reporting our agents as dealing with them politely. The percentage of calls answered has markedly improved, supported by the delivery of **online self service** in several areas.

Our digital team has worked well with service areas to deliver online services, notably a new improved **garden waste service**, accompanied by a number of improvements to **route optimisation** and delivery scheduling that have significantly supported the transition to **alternative weekly collections**. Take up of the Adur Homes repair service has improved with increased promotion, and the Revenues & Benefits transformation programme has made good progress with a text message payment reminder service about to launch.

A **garden waste advertising campaign** has been very successful, tied in to the launch of the online service, with sales on course for 100 new subscriptions in November alone.

Both Councils' **Strategic Property Investment Funds** have well exceeded their income targets, and in 2018/19 **procurement savings of £356,000** were delivered, substantially exceeding the £200,000 per annum target.

Platform Highlights : last six months

- **Online garden waste service** launched, allowing rolling 12 month subscriptions and online payment.
- **Website refresh** project launched with customer research phase underway.
- Garden waste **advertising campaign** launched, successfully increasing sales.
- Continued successful delivery of the **strategic property investment fund**.
- Successful development of the **budget strategy for 2020/21**.
- National leadership of a project to develop a **service design apprenticeship**, across private and public sectors

Challenges

- We will focus on the development of a **strategic asset management**

plan, enabling longer term planning for the improvement and maintenance of our estate.

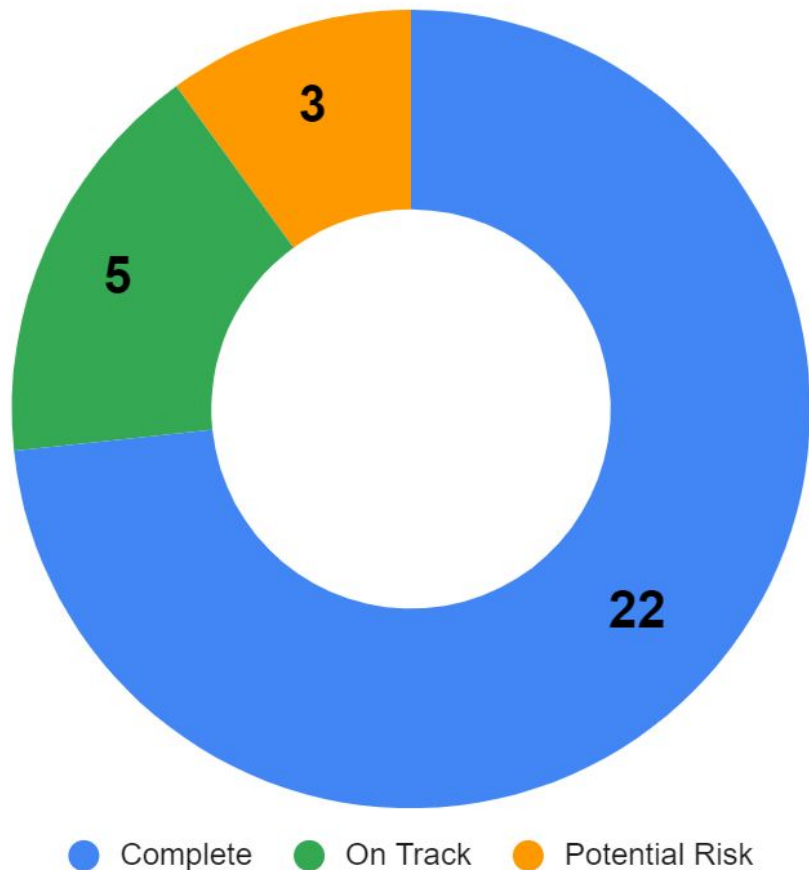
- Developing further approaches to **digital inclusion** to accelerate uptake of online services.
- Maintaining the higher levels of service achieved in 2019 in the **contact centre**, in the context of budget savings requirements.

Future Focuses

- Increased focus on our **commercial services**, business development, sales and marketing.
- Further focus on developing our **SameRoom service design** practice and methods, helping services undertake customer-centred service change.
- Creation of a **Facilities Management procurement framework**, establishing a stable of accredited suppliers to support facilities management across Adur Homes, corporate, commercial and community properties.
- Development of a **strategic asset management plan**.
- Delivery of the **Effortless** customer service improvement programme.

- Deeper implementation of our **CRM** (customer relationship management system) is needed to improve visibility of progress in the contact centre. This work is underway.
- Development of a single **digital asset management system** for use by multiple teams to improve efficiency of fieldwork, issue reporting, data management and access.
- Full implementation of a new **HR & Payroll system**
- Delivery of a **new public website**, increasing accessibility to our new online services.

Commitment Tracker



Overview : last six months

Central to the approach outlined in *Platform for our Places* has been the need for the Councils to reposition themselves and work with partners to respond to the opportunities and challenges our communities face. Over the past six months we have continued to engage and take-up positions of leadership across our communities and region. As we look forward to going further to develop the position of the Councils and our places, building on our 'Platforms approach'.

Platform Highlights : last six months

LGA Awards 2020: Shortlisted as one of six for Council of the Year. In recognition for our innovative way in delivering services and leadership within our communities based on our Platforms approach.

Engaging our Communities: The Councils published draft principles and staff toolkit to inform our communities understanding, and assist the Councils' staff in how the Councils design, manage and conclude engagement activities. This will be finalised in early 2020.

Leadership in our City Region: The Leader of Worthing Borough Council has taken up the Chairmanship of the Greater Brighton Economic Board. He is also representing District and Boroughs regionally on the boards of the Coast to Capital Local Enterprise Partnership and Transport for the South East.

Preparing for EU Exit: The Councils have actively monitored monitor developments at a local, regional and national level in preparation for EU Exit.

We have engaged with partners across the public, private and community and voluntary sectors to stay informed about any emerging issues and ensure effective planning for any possible impacts to our communities.

Supporting Democratic Participation: Organising the conduct of the General Elections across Adur and Worthing on 12 December.

Launching the **Modern.Gov Committee System** including new website to display information about committees and Elected Members. This will make it easier to search for information on the website and provide a publicly available app which makes the use of tablets at meetings (and prior to them) a much more accessible option. Committee agendas and reports can now be viewed at [Modern.Gov - Committee Structure](#)

Challenges

Responding to uncertainty and change: Ongoing uncertainty about EU Exit presents challenges for our partners. We have engaged with strategic partners so that we are in a better position to discuss appropriate supports when they are identified. Change in leadership at West Sussex County Council also requires the Councils to engage with its new leaders to reaffirm and identify new opportunities to work together.

Future Focuses

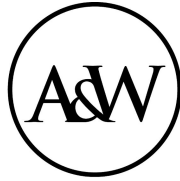
Engaging with our Businesses: We will seek to expand our business network, including through the Adur and Worthing Business Partnership, to

allow new partnerships to be created. This includes getting 'out and about' and visiting more businesses.

We also need to work with key town centre partners to demonstrate real partnership working and added value, and significantly shift the aesthetic feel of our town centres, especially Worthing and Lancing.

Digital Council: We will continue to integrate our digital enhancement approach for both Councils and Committees.

Platforms for our Places: Going Further: We will now move to the next iteration of the Councils' approach and ambition for our places. While *Platforms for our Places: Going Further* represents a revised approach it will retain the broad thrust in its predecessor.



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 6
Worthing Council
17 December 2019
Adur Council
19 December 2019

Key Decision [No]

Ward(s) Affected: All

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

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1 A sister paper on this Joint Strategic Committee (JSC) agenda reports on the conclusion of the Councils' three year programme of activity "Platforms for our Places 2017-2019". That report updates on progress over the three year programme against the commitments set out and picks up some of the lessons learnt following review.
- 1.2 This paper sets out a draft direction of travel to guide both Councils through the next three years. It suggests organic evolution rather than dramatic revolution, the title *Platforms for our Places : Going Further* reflects the fact that we suggest retaining the five Platforms (and the concepts behind them) and seek to build on some of the significant progress made over the last three years. It builds on the idea that the Councils cannot and should not seek to do everything for everyone, but that their role is repurposed to cover provision of essential services and safety nets as well as the creation of Platforms upon which others in our community are able to create and sustain the healthy, prosperous and self-sufficient communities that our places require over the medium and longer term.

1.3 The document slightly re-purposes the five Platforms to be:-

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

Under-pinning each are a series of commitments for the Councils (and a range of key stakeholders) to create, sustain, or further develop the Platforms.

2. Recommendations

- 2.1 The Joint Strategic Committee is invited to consider the draft *Platforms for our Places : Going Further* approach, to comment and make suggestions on its contents and recommend its approval to both Councils as a key core strategic document for the next three years.
- 2.2 That Adur District Council considers the draft *Platforms for our Places : Going Further* document and any comments and observations from Joint Strategic Committee and endorses the approach as one of Adur District Council's strategic documents for the next three years.
- 2.3 That Worthing Borough Council considers the draft *Platforms for our Places : Going Further* document and any comments and observations from Joint Strategic Committee and endorses the approach as one of Worthing Borough Council's strategic documents for the next three years.

3. Background

- 3.1 *Platforms for our Places : Going Further:* We believe Adur and Worthing are each rather special and contrasting places. They are places of difference, with incredible variety given the relatively small land areas that we cover. Relationships between key partners are generally good and give us potential to seize opportunities presented in our financial and social economies. However, we live in interesting and at times challenging times and the context in which we operate changes fast. In discharging our roles as community leaders, resource allocators, advocates and champions for our places we need to focus our energies on creating the right conditions for the long term

health and prosperity of the communities we serve. Given the financial and other challenges we (and many partners) face, we need to do more to develop the underlying platforms that will enable others to help build that longer term health and prosperity.

- 3.2 Over the last three years the Councils have successfully used *Platforms for our Places* as a compass to help set direction. The document identified why Platforms are important (they form the foundations for great community activity ... including our business community) and the approach recognises that in a world in which many feel the benefits of globalisation are passing them by, a focus on local places and activity in local communities can be of profound importance to the fabric of our communities.
- 3.3 When both Councils agreed Platforms for our Places as a direction of travel in December 2016 all acknowledged that it was an ambitious agenda for two relatively small Local Authorities to take on. The sister paper on this JSC agenda makes clear that we have not completed everything we set out to by the end of this calendar year (though it is worth noting that the refresh that we undertook 18 months ago enabled us to delete a number of the activities that we had already completed at that stage).
- 3.4 We have reviewed our approach (and the ambition behind it) and believe we should retain its broad thrust as our compass for the next three years.
- 3.5 Members will note in the draft Platforms for our Places : *Going Further 2020-2023 (Attachment A)* that whilst the five Platforms have been slightly reworked they fundamentally still seek to build and maintain the core Platforms that we have been working with.
- 3.6 Members will note that a number of the key themes, concerns and challenges that have emerged over the last 18 months are incorporated. These include: housing supply, declining town centres, climate change and carbon neutrality, digital infrastructure.
- 3.7 Again under each of the five Platforms we set out a series of commitments comprising activities that are deemed key to building and maintaining the Platforms (or enabling or regulating their use). By “Commitments” we mean serious statements of intent. We intend to use our best endeavours to bring them about within the timeframe set out. The document makes reference to a number of dependencies on partners in order to achieve things and we know that leading places well is not easy. It is complex stuff and got right the benefits as we can see are real. Our Councils are already making significant

progress across a number of these Platforms, as well as beginning to develop a much stronger skills set and organisational capacities and capabilities by our desire to actively learn from what goes well and what less well.

- 3.8 Members will note that some of the commitments are rolled over from the preceding *Platforms for our Places*. Where we have not made the progress that we wished to (and the objective still remains important) then we have taken them forward. And of course other priorities have emerged over the last three years and are identified as significant value creating issues.
- 3.9 And it's worth saying that the commitments set out in *Platforms for our Places : Going Further* are not "all that we do". We have no intention of rowing back our efforts on improving universal services and providing essential safety nets for those in need. But that simply is not enough any more. In the long term interests of our places and the communities we serve we need to be ambitious about taking significant action to deal with some of the challenges we face and seize some of the opportunities that we know arise.

4. Platforms

- 4.1 Members will note from the attached draft document ([Attachment A](#)) that whilst the Platforms remain generally the same, they and the underlying commitments are nuanced differently.
- 4.2 Whilst it is not the purpose of this report to rehearse at length the details in every Platform it is worth perhaps acknowledging a more strategic approach to:
- Housing
 - A much more systemic approach to achieving carbon neutrality
 - Supporting our ecological systems
 - Seizing the opportunities of new digital infrastructure and the fourth industrial revolution
 - Using service design (and our internal digital capacity) to significantly improve our service offer
 - Commercialising our services where it makes sense

5. Resourcing It

- 5.1 *Platforms for our Places : Going Further* has been developed in parallel with our Medium Term Financial Strategy (a 3-5 year view of known financial issues) and in particular in parallel with the draft budget for the next 12 months. "*Going Further*" is a three year programme and therefore enables our

next three annual budgets to be set within its parameters. Budgets are, after all, the financial expression of the democratic policy will.

- 5.2 Specific reference is made across Platforms to on-going work around our Financial Strategy and commercialisation of services. Whether that's utilising land, data, better marketing or sales of our existing services, this is an area in which we have no choice but to continually "up our game". Put simply, unless we are successful in this domain we would have little choice but to reduce our service office. That is not something that to date Members have wished to see ... and over the last three years we have been successful in bringing in the new revenues that we sought. We cannot be complacent about this and therefore on issues such as creating the new Corporate Landlord function we know that investment will be needed in order to bring about the improvements we require.
- 5.3 If the Joint Strategic Committee and both Councils approve the draft document, then a number of the commitments will become part of the "day job" of relevant officers. Others (a number of significant ones) may require separate Business Cases to be developed as part of the political decision making, leading to their delivery. Nothing in *Going Further* takes away the need for usual decisions on key projects and activities in line with our constitutional requirements.
- 5.4 The document touches on growing our capacity. Over the last three years we have developed a series of new skill sets and organisational capacities. This hasn't happened by accident, but by design and investment. We are fundamentally asking a number of our staff to work in very different ways and therefore it is essential we support them to build the required skills.

6. Communicating Platforms for our Places : *Going Further*

- 6.1 If agreed by JSC and both Councils the document will be better designed for wider consumption (including the creation of good digital content and collateral to help with communication internally and externally). The previous document has proved helpful in drawing attention to Adur and Worthing and gaining recognition for our innovation ... and ultimately bringing attention and investment capital into our places. Our intention is to use *Going Further* in a similar way.

7. Progress Reporting

- 7.1 Our intention is to stick broadly with the approach that we have used over the last three years. In terms of oversight the ordinary line management and accountability chains ensure progress, challenge and support where things don't progress as hoped and potentially a degree of peer challenge to get the widest degree of understanding and ownership of some of the more complex commitment areas.
- 7.2 The Chief Executive and the Directors look on a fortnightly basis at particular themes and issues and every six months have a "deep dive" across all five Platforms. This work forms the basis of six monthly progress reports to both Joint Strategic and then to Joint Overview & Scrutiny Committee, enabling public reporting and democratic oversight and challenge. We have also sought to keep key strategic partners engaged (and reminded of their commitments and obligations) where that has proved necessary.

8.0 Financial Implications

- 8.1 The priorities set out in Platforms for our Places : *Going Forward* will form the context for the development of the Councils' revenue and capital budgets over the next three years. Individual commitments that require new budget allocations will be the subject of individual decisions as and when required.

9.0 Legal Implications

- 9.1 Section 111 of the Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions.
- 9.2 Section 1 of the Localism Act 2011 provides the Councils with a general power of competence and empowers Local Authorities to do anything which individuals generally do, provided not prohibited by pre-existing legislation.

Background Papers

Platforms for our Places (adopted by Adur District Council 15 December 2016 and adopted by Worthing Borough Council 20 December 2016). *Platforms for our Places* six month progress report to Joint Strategic Committee - 9 July 2019

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Sustainability & Risk Assessment

1. Economic

Platforms for our Places : Going Further becomes one of the key documents for establishing the priorities of both Councils over the next three years. Specific Action Plans are set out in detail in the draft *Platforms for our Places : Going Further* documents.

2. Social

2.1 Communication and Engagement

The issue of developing our reputation in a variety of ways is a consistent theme across all Platforms within a continued desire to communicate our approaches well.

Platforms for our Places : Going Further has been drawn from a variety of sources over the last 18 months. Sometimes this is a product of formal consultations, sometimes formal meetings where thoughts, views and ideas are raised, other times more informal consultation and discussions. Its compilation has been part art and part science and as a major piece of the policy framework of both Councils is for the democratically elected representatives of the communities of Adur and Worthing to determine the work of the Councils over the next three years.

The need for strong and consistent partnership working and building and managing strong relationships is set out in detail throughout the document.

2.2 Equality Issues

Each of the five Platforms addresses specific issues of inequality. Whether that's providing better emergency and temporary accommodation for homeless families, addressing disabling mental health conditions or ensuring local SMEs have a level playing field for bidding for Council contracts with "big boys" equality of opportunities is a thread that runs throughout the document.

2.3 Community Safety Issues (Section 17)

Community Safety is one of the specific issues addressed under Platform 2.

2.4 Human Rights Issues

There are no specific Human Rights issues arising from this report.

3. Environmental

Tackling Climate Change and Supporting our Natural Environment is proposed to become one of our core five Platforms with a range of commitments flowing from it.

4. Governance

Platform 4 specifically refers to a number of on-going pieces around procurement and its value in supporting other platforms.

Platforms for Our Places

“Going Further : 2020-2022”

Unlocking the Power of People, Communities and Places

Draft 1.2.2
11th November 2019

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1. Platforms for our Places : *Going Further 2020-2023 ... An Introduction*

Leaders introduction (to be written)

2. Adur and Worthing in late 2019

In many ways Adur and Worthing are well placed for the future. A population of around 180,000 people that, compared to the UK as a whole, are more prosperous, healthier, more likely to be in work or accessing training and education, and are within easy reach of the glorious natural assets of our coastline and downlands. The economic benefits from the relative closeness to London and Brighton, create conditions that help develop prosperous, healthy, peaceful and innovative places over the medium and longer term, without having a “City feel”.

However, real challenges exist. Within the encouraging “overall average figures” we know that there are, and stubbornly remain, long term challenges faced by a number of our residents. Their prosperity, their health, their life opportunities their housing conditions etc. are not what they might be, despite the long term efforts of the Councils and our partners.

And in the world in which we operate considerable uncertainty exists. This requires thought, planning and building our adaptivity to new challenges when they arise. Even since the Councils started with our *Platforms for Our Places* agenda in 2017, we have seen our operating environments change:-

- a. **A range of new uncertainties in our business and financial economies.** The challenges of the “fourth industrial revolution” (big data, artificial intelligence, machine learning, virtual and augmented reality, etc.), significant changes in our retail sectors, growth in the creative, digital and cultural economies, an apparent reduction of “conventional jobs and careers”, and the need for new skills and critical issues for productivity (in particular our built and technological infrastructure).
- b. **Some of our communities are thriving, others less so.** We offer no “universal cookie cutter” approaches, but are gaining a deeper understanding of communities, what makes them work and what the different roles for the Councils and our partners working with those communities should be. New opportunities emerge almost weekly and over the last few years we have jointly taken some significant steps in developing more resilient and innovative communities.
- c. **The Climate Change agenda has rapidly grown in importance.** A number of residents and organisations are reviewing how they reduce carbon consumption and, as Councils we are working on carbon reduction and how we support our natural ecological systems and encourage them to thrive.

- d. **The resources available to the Councils to deliver services and tackle the challenges of the future have changed dramatically.** Whereas a decade ago, Central Government would provide significant grant to Councils like ours to deliver services, that is no longer the case. We have responded by commercialising services, investing in assets that produce new income streams and using digital models and tools, to increase the quality and reduce the cost of services. And we need to continue and accelerate this work.
- e. **National and international political uncertainty exists at the time of writing.** As the UK responds to its future relationship with the European Union there remains very many unknowns and considerable amounts of Whitehall attention that would otherwise spent on developing other policy has been consumed.

And, from our perspective in each of these uncertainties there lie real opportunities as well as risks. We set out in this document how we intend to develop our existing *Platforms for Our Places* approach that has served us well over the last three years ... and *Go Further*.

3. A Snapshot View of Our Places in late 2019 ... through the 5 platform lenses:

Economic Places:-

As the UK emerged from the end of the 2008 recession the tail was a long one. Over the last three years or we have seen a significant picking up of investment interest and delivery from a number of major employers and investors in both the commercial and residential property sectors. Similar, smaller scale, investments in our creative and digital economies have been taking place. For the most part after the Brexit vote in June 2016 many of our businesses have taken proactive steps to respond and a number of our manufacturers and exporters have found the fall in the value of Sterling has created an opportunity to trade on more favourable terms. We continue to enjoy high employment rates (although not always in jobs sufficiently high in the value chain or that are available to all of our residents). Our growing cultural, creative, digital, maker and engineering sectors are showing encouraging signs of our diversification beyond some of our traditional “home industries” to create a more resilient longer term economy. Our Further Education sector is growing in strength and numbers, and whilst we continue to lack University presence at real scale, Greater Brighton Metropolitan College is shortly to offer a number of University level degrees in Worthing on behalf of the University of the Arts London. A number of challenges to road and rail infrastructure remain (and represent some of the down sides to our highly competitive geographic location within striking distance of London, Gatwick and Brighton & Hove).

Worthing and Shoreham have recently been announced as places for significant investment in Ultrafast Broadband (with full fibre gigabit speeds direct to the home and business premises). We believe this will create a strong growth catalyst.

Demand for both commercial and residential property remains strong although delivering new homes on the scale needed to support our local economies remains challenging. A number of our major projects have progressed well over the last two to three years in central Worthing and central Shoreham in particular. By their very nature major projects take a considerable time and are heavily reliant on investment capital appetite in cyclical economies. As Councils we are seeking to make our places highly desirable to investors (including State funded investment bodies) by clearly articulating the opportunities and benefits they offer.

Our business sectors regard us as reliable partners in creating strong environments which enables them to make long term commercial decisions to the benefit of our places and communities.

And we know that the macro-environment in which our businesses operate is changing fast. The data and digital economies; the challenges of low productivity; the need for constant innovation; clean, sustainable and inclusive growth and a workforce with the skills needed for business today and tomorrow are all significant challenges that the Councils are committed to supporting our businesses not just to meet, but to thrive within.

Places for People and Communities:-

Three years ago we saw that the demographics of Adur and Worthing were beginning to change. Whereas perhaps a decade ago our demographic picture would have seen a very high number of people over the age of 60. Whilst still a significant part of our population, we are now seeing a significant rise in young people and younger families.

A growing younger population is likely to continue over the medium term. And whilst our ageing population is an extraordinary, and at times untapped resource within community, it inevitably creates new needs, desires and capacities on our communities and public services.

Adur and Worthing are often regarded as affluent parts of the South East of England. Whilst many of our residents do enjoy good standards of living, others face a number of challenges that are often the downside of living on modest incomes in relatively prosperous areas. Real challenges exist in the fields of access to housing, skills, work, physical and mental health, addictive behaviours and accessing the natural resources of our place.

Housing across all tenures remains perhaps our most significant challenge. The supply-demand equation is challenging in all sectors and tenures, particularly in the supply of affordable housing in a relatively high cost area. These supply side challenges are matched at times by contradictory national policy and international market trends. The Councils and our Registered Social Landlord colleagues have to be innovative in seeking to balance supply and demand.

We work well on health and wellbeing issues with the NHS, County Council and social care providers. Adur and Worthing have developed a reputation for focussing on place based health, particularly around GP surgeries and their communities, and some of our longer term interventions are providing encouraging results and receiving national recognition.

Our Community and Voluntary Sector has developed well over the last three years, and has more to do to build the capacity

to stimulate and drive social innovation and social financing required to create the solutions our communities need.

Our schools, particularly at the secondary level, are improving fast and increasingly providing our young people with the education and life starts required to develop their potential and compete in highly competitive and fast changing jobs markets.

It remains an important testimony to the resilience and entrepreneurialism of our communities that even for our most financially deprived residents, they are clear they want a “leg up” not a “hand out” and they want a stake and a voice in the way things are run. From ownership of community centres or allotments, to co-designing the services and solutions that they require. Individuals, families and communities can come together and seek from their Councils, not a solution to everything, but a platform to stand on to launch forward into healthy, prosperous and self determined futures.

Places with a Valued Natural Environment:-

Over the last three years the interest in climate change and protecting and supporting our natural environment and ecologies has grown considerably. The valued natural environments of Adur and Worthing (marine, rivers, downlands, parks, open spaces and woodlands) have been one of our greatest mobilisers of community interest and activity.

Adur & Worthing Councils have stepped up our games considerably, and we have worked well with a variety of community groups and organisations to further our mutual agenda. In late summer 2019, both Councils declared Climate Change Emergencies and committed to carbon neutrality by 2030. A detailed Carbon Reduction Plan is currently being finalised to ensure that 2030 target is met. Our approach across our places will extend more widely to include energy, water, transport, waste reduction, biodiversity, food, climate adaptation and resilience, shared leadership and learning.

Places for Services & Solutions:-

Adur & Worthing Councils have sought to bring innovation into a range of our services, (commissioned solutions and challenged ourselves to ensure services meet the needs of our communities.

In the face of some very difficult financial pressures services have largely been maintained and others have been spun out into free standing social businesses capable of driving their own successful futures. We have invested in digital applications and prudently tried to commercialise some of our services to ensure that revenues generated can replace monies reduced by Central Government grant reductions.

Our businesses and residents are now getting better services from us, with our investment in digital platforms now showing long term benefits.

We have developed honest and at times challenging relationships with a number of stakeholders and partners. This has meant that we can agree to work together and “get on and do” and yet at times disagree and still “get on and do”. Increasingly people, partners, business and communities want the Councils to “get out of the way” and let them lead their own places and communities. We are happy to do this where it makes sense and to create platforms for people to do great things in their communities. As Councils we recognise our responsibility to ensure equity in, access to and use of these Platforms. We notice a strong and continued desire in a world of increasing complexity to try and bring things back to “local level”. Not everything is about aggregating up to the largest, most efficient financial scale possible; very often the longest term “efficiencies” come from the power of doing things locally, at the human scale.

Places of Civic Leadership:-

Over the last three years Adur & Worthing Councils have played their part in strengthening and expanding the network needed to work together, plan together and influence together on behalf of our communities.

We have a sound Local Strategic Partnership, “Waves Ahead”, which creates networks across our areas and beyond. We lead and participate in a range of partnerships (business, investment, health, community safety, etc.), and have put considerable time and energy into skilling people across Adur and Worthing in the techniques of Systems Leadership.

Whether it's advocating for our places to institutional investors, making decisions about the long term digital infrastructure of our places or framing community based projects for the NHS, our politicians, staff and colleagues from other organisations have shown they can come together to make things happen.

And, in uncertain times, we have retained an important focus on emergency planning and civil contingency. The tragic events of the Shoreham Air Show crash, in 2015, threw into sharp focus the importance of being able to respond rapidly and well to any emergency situation.

We know that there will be inevitable and healthy policy difference among our elected members on particular issues. We also know there is a strong consensus around the level of ambition for our places and our communities. This ambition extends into our communities to participative community leadership as well. This is a healthy indicator for our future and an energy to be used wisely.

4. Platforms for Our Places “Going Further 2020-2023” What’s the Idea?

Between early 2017 and late 2019 Adur & Worthing Councils direction of travel has been set by *Platforms for Our Places*. The idea behind it was that whilst the State (in this case us as local Councils) could not (resource wise) and should not (to inspire collective ownership and activity of agendas) seek to be all things to all people, or be the only or primary actor in any given field or policy area. We as Councils can only be part of creating healthy, prosperous, happy and dynamic communities that the people of Adur and Worthing tell us they want to see ... and we need to work with others and share leadership with a variety of other players to maximise our contribution and chances of success.

Therefore in five key areas - Financial Economies, Social Economies, Stewarding Natural Resources, Services and Solutions and Leadership of Places - we aimed to create, sustain and collaborate on a variety of “Platforms” that enabled our outcomes to be delivered in a sustainable way that strengthened the capacity of our places over the medium and longer term. Against each of the Platforms we set a number of “commitments”, where we as Councils (together with a variety of partners) would come together to deliver significant activities or projects that would have real impact upon our places. 18 months into the programme we revised and refreshed our approach. (Fundamentally because a number of things had been achieved and a number of newer emerging themes had come up). Every six months we have publicly reported our progress and we have been struggling, and have sought to ensure that our learning along the way is fed back in to our future activities.

In reviewing that three year period (in December 2019) it might have been tempting to decide to drop the approach and come up with something “shiny and new”. We thought hard about this and have decided that progressive evolution is better than radical revolution. The approach to date seems to have worked. We have (arguably) got more done than if we had stuck with a regular “Corporate Plan”. We managed to bring a variety of stakeholders together around key issues to co-design and deliver significant work. We have been able to explain coherently what we have been trying to achieve and why. We have also been open in recognising that it doesn’t cover everything we do, and is primarily aimed at activities to improve our collective futures and have been open where things have not progressed as well as they might .

This approach was unashamedly ambitious. At the end point in December 2019 we will not have achieved 100% of everything that we listed. Whilst learning from the reasons we didn’t “get it all done”, we intend to progress beyond this point with an equally ambitious agenda.

The *Platforms for Our Places* approach has enabled us to focus our attention on a number of issues that both Councils believe matter to their residents; build critical partnerships with a variety of stakeholders and, internally, develop a different culture (and adaptivity) which can set us apart from some other municipal bodies. We hope that shift in culture will enable us to *Go Further* with our ambitions.

So we therefore decided to work with what we have already achieved with a little less conversation and explanation and a little more action. The case is made and proven and we can now build upon the foundations we have created.

We have listened carefully to the views of a number of our partners. Whilst they might wish to change some of the language, the framing, and some shifts of emphasis, the view is that there is nothing fundamentally missing from the “essential to do list” and they appreciate the level of ambition and our desire to keep *Going Further*.

When we talk about “Platforms” we are thinking about the foundations that are required for the people and communities of Adur and Worthing to lead happy, healthy, prosperous and connected lives.

In our increasingly volatile, uncertain, complex and ambiguous world individuals, communities, businesses and civic society need points of stability and “Platforms” on which they can plan and build their lives, opportunities, prosperity, wellbeing and social endeavours. Few plants can put down stable routes in shifting sands.

Our Financial and Social Economies rely upon reasonably stable foundations (Platforms) in order to make short, medium and longer term decisions in uncertain worlds. The more certainty those sectors have about the Platforms that we as Councils provide, and that they function well, the more likely they are to make those important long term commitments to our places.

Platforms will at times need to be created where the market or society can't or won't be able to, or where practical reality or equity requires it. If some people are unable to access the opportunities that Platforms create, not only do those individuals potentially miss out to the serious detriment of their long time life chances, but unhelpful schisms are created in our society to the detriment of all. This potentially weakens the very fabric of the Platform itself (and the peaceful and prosperous outcomes that we seek for our places).

In late 2019 we are clear that both “soft” and “hard” infrastructure is vital to creating the strong Platforms that create and sustain thriving and self sufficient places. By “hard” infrastructure we mean things like road, rail, broadband, housing, schools etc. and by “soft” infrastructure we are talking about the means to enable healthy individuals and communities, including a strong sense of wellbeing, civic participation, social innovation, social enterprise, community resilience, participation in arts, culture, sports and the preservation of great natural environments.

Platforms therefore come in many shapes and sizes. In the next section we talk specifically about how we *Go Further* in developing the Platforms built over the last three years to ensure they are strengthened, adaptive, well used and as inclusive as we can make them.

5. Platforms for our Places *Going Further* our 5 Platforms

Platform 1 - Prosperous Places

Over the last three decades our national awareness of the importance of a strong financial economy underpinning successful regions, places and communities has grown.

Our financial economies create jobs, circulate money and value, create business opportunities, provide capital investment and create new opportunities for residents to learn, innovate and develop. There is also a growing understanding that there is a desirable balance between the opportunities of global economies and international markets and those of businesses focussed on more local markets. This picture will of course change with the UK's exit from the European Union. Long term economic resilience of our places requires a healthy balance between sectors, skills, business sizes and capacity to research and develop, innovate and scale ... as well as a significant and on-going focus on productivity as a competitive advantage.

There is no "one" financial economy. We need to think about financial economies on a sectoral basis if we are to build valuable platforms. And in order to help our local financial economies thrive it is vital we understand how they work. Over the last three years we have gained much better data and valuable knowledge of our sectors and businesses, their dynamics and dependencies. We better understand the place of our local economy in the dynamic regional economy.

As Councils at times we have taken a financial stake in our local economies to catalyse investment in our places. We have invested in land and put up buildings, we have formed new and productive partnerships and gained a real advantage from being able to tell the story of our places well, particularly to potential investors. We've led the way in bringing gigabit capable fibre infrastructure to our areas, the first in the South East, and attracted significant commercial investment (approx. £25 million) that will see 40,000-50,000 home and business premises provided with gigabit speeds over the next two-three years.

Our relationships with businesses are very strong (they tell us that) and we have become more skilled at championing their cause when opportunities arise. Now the fundamental challenge for business (and everybody else in our communities) is to respond skilfully to a rapidly changing global economy and understand what this means for national, regional and local firms, communities and employees. We know many of the ingredients needed to create valuable long term platforms for healthy

local economies; and that the fundamental challenges faced by all sectors mean that “business as usual” is not an option. We will support our businesses; our budding entrepreneurs; and those prepared to invest their energy and resources in responding to the new economy in Adur and Worthing.

To that end in creating prosperous places we intend to focus on the following themes and cluster our commitment activity around them:-

- Influencing and Partnerships
- Infrastructure Investment
- Promoting Inward Investment and Place Making
- Town Centres and Public Realm
- The fourth industrial revolution
- Clean Growth
- Developing our Creative Economy
- Productivity, innovation and skills
- Major Projects and Developments

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
1.1 Strategic influencing, key relationships and business partnerships	1.1.1 Play a leading role in Greater Brighton Economic Board , championing our economic objectives and key sector interests, including our growing creative industries sector.	Head of Place & Economy Head of Major Projects & Investment Head of Planning & Development	Greater Brighton Economic Board and its Partners	Ongoing Greater Brighton Five Year Strategic Projects
	1.1.2 Work in partnership with West Sussex County Council (WSCC) to deliver the agreed “Growth Deals” and One Public Estate projects.	Head of Place & Economy, Head of Major Projects & Investment, Head of Planning & Development	West Sussex County Council, developers, investors	Prepare a draft review early 2021 Complete Growth Deal actions Autumn 2022
	1.1.3 Work in partnership with Coastal West Sussex Business Partnership to develop a number of strategic programmes that will benefit the wider coastal area. The focus is: a) Develop business infrastructure (commercial space and innovation hubs) and support programmes that focus on innovation b) Digital capability and utilisation of gigabit connectivity by taking advantage of the County’s digital fibre programmes c) Create skills for the future – with a focus on STEaM, creativity and the entrepreneurial mind set.	Head of Major Projects & Investment, Head of Planning & Development	Coastal West Sussex, Coast to Capital Local Enterprise Partnership, partner local authorities	Autumn 2020
	1.1.4 Support preparation and delivery of the Local Industrial Strategy (LIS) in partnership with Coast to Capital Local Enterprise Partnership and	Head of Place & Economy, Head of	Coast to Capital Local Enterprise Partnership	Prepare an Adur & Worthing response to

	<p>ensure Adur and Worthing provide a distinct offer that:</p> <ul style="list-style-type: none"> a) attracts investment b) drives innovation c) delivers high quality office space d) supports the delivery of digital infrastructure, creative industries and visitor economy 	Major Projects & Investment		the LIS to be published March 2020
	<p>1.1.5 To consolidate our 'trusted partner' status and work with Adur & Worthing Business Partnership and Worthing & Adur Chamber of Commerce to develop strategy and promote learning opportunities.</p>	Head of Place & Economy, Head of Planning & Development	Adur & Worthing Business Partnership, Adur & Worthing Chamber of Commerce, Town Centre Initiative, local businesses	Ongoing
	<p>1.1.6 Work with partners to develop sustainable transport plans that support future local plan opportunities and demands. To include:</p> <ul style="list-style-type: none"> a) Sustainable Transport Improvement Plan (STiP) b) Local Cycling and Walking Improvement Plan (LCWiP) 	Head of Planning & Development, Head of Place & Economy, Strategic Sustainability Manager	West Sussex County Council, developers, investors and stakeholders	<ul style="list-style-type: none"> a) Spring 2020 b) Spring 2020
	<p>1.1.7 Work with partners to ensure our major transport assets our included in regional and national strategies through lobbying and influencing e.g. Shoreham Port /Shoreham Airport/Major Highways</p>	Head of Planning & Development, Head of Major Projects & Investment, Head of Place & Economy, Strategic Sustainability Manager	West Sussex County Council, TfSE, Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership	Ongoing

	1.1.8 Work with partners to lobby and influence investment into key road and rail infrastructure , with a primary focus on the A27, A259, the Brighton Mainline and the Western Coastway.	Head of Planning & Development, Head of Major Projects & Investment, Head of Place & Economy	West Sussex County Council, Highways England, TfSE, Greater Brighton Economic Board, Coast to Capital	Ongoing
1.2 Inward Investment and Place branding	1.2.1 Launch a place brand , promoting our place, identity to invest; attract inward investment; and to promote activities and interventions in relation to the visitor economy.	Head of Communications, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Town Centre Initiative Worthing Hospitality Association, local business partners	Spring 2020
	1.2.2 Prepare a new Worthing Investment Prospectus setting out clearly areas of investment focus, new industries and opportunities for innovation. A prospectus that shows we are committed to placemaking and invites investors to participate.	Head of Place & Economy, Head of Major Projects & Investment	West Sussex County Council, Coast to Capital Local Enterprise Partnership, business and investors	Spring 2021
	1.2.3 Build relationships with national and international investors ready to invest in the 'new economy', supported by Greater Brighton Economic Board's Pitch for Place proposition	Head of Major Projects & Investment, Head of Place & Economy, Head of Planning & Development	Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership, Investors and market analysts	Ongoing Pitch for Place established Autumn 2020
	1.2.4 Identify, target and monitor high quality funding bids to secure funds to support each of the platform commitments	Head of Place & Economy, Head of Major Projects & Investment	All relevant national and international funders and key local partners	Ongoing

1.3 Attractors for prosperity through place making (town centres, public space, public realm, public arts, cultural offer, seafront etc.)	1.3.1 Develop a 'town centre framework' that identifies the key interventions that can be made to promote the vitality and distinctiveness of our town centres.	Head of Place & Economy, Head of Planning & Development	Worthing & Adur Chamber of Commerce, Town Centre Initiative, Worthing Theatre & Museum, Chichester College Group, local business partners	Spring 2020
	1.3.2 Work with our partners to establish learning opportunities within the town centres (e.g. the 'learning town centre'), which contribute to the distinctiveness of our places.	Head of Place & Economy, Director of Digital & Resources, Strategic Sustainability Manager	Universities, Greater Brighton Metropolitan College, Green Platform advisors, digital and creative enterprises, community and voluntary sectors	Spring 2020
	1.3.3 To deliver a new flexible business/ learning space in Lancing and explore the potential to partner with HE/FE deliver employment and skills training (see 1.3.2).	Head of Major Projects & Investment, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Lancing Traders' Association, Lancing Parish Council, local businesses, Universities, Greater Brighton Metropolitan College	Spring 2021
	1.3.4 Establish a new delivery model that enables quick activation of redundant or neglected retail outlets in town centres , promoting new uses, activities and services.	Head of Place & Economy, Head of Major Projects & Investment	Worthing & Adur Chamber of Commerce, Town Centre Initiative, local businesses, landlords	Spring 2020 and ongoing

	1.3.5 Deliver a programme of public realm improvements in Worthing to enhance the town centre; promote its distinct offer; and to increase activity and promote sustainable travel.	Head of Place & Economy, Head of Planning & Development	West Sussex County Council, local businesses partners	Portland Road onsite - Spring 2020 Railway Approach - Summer 2021 South Street - Autumn 2022
	1.3.6 Deliver the Worthing Seafront Investment Plan : a) development of seafront shelters to create new cafes/restaurants b) redevelopment of the Beach Office into a key visitor destination c) secure and maintain the presence of a major seafront attraction d) develop a plan to upgrade East Beach to create added vibrancy and activation e) explore opportunities to deliver marine conservation activities	Head of Place & Economy, Head of Environmental Services, Head of Planning & Development, Head of Major Projects & Investment	Investors, business partners and West Sussex County Council	a) Ongoing to Summer 2021 b) Summer 2021 c) Ongoing d) Summer 2021 e) by Summer 2021
	1.3.7 Identify key properties that will improve the appearance of the seafront and retail areas in Lancing. Build and work with our partners to secure the necessary improvement.	Head of Place & Economy	West Sussex County Council, Lancing Parish Council	Ongoing - planning by Summer 2020
	1.3.8 Prepare a new Public Art Programme that supports new media and tech installations, having the ability to enliven public spaces. To include working with partners in the cultural and creative sector to deliver art installations / trails in key locations on the seafront.	Head of Place & Economy, Head of Planning & Development, Head of Environmental Services	West Sussex County Council, Town Centre Initiative, Lancing Traders' Association, Local businesses and Adur & Worthing Trust, Worthing Theatres & Museum	Spring 2021

	1.3.9 Deliver a programme of new opportunities for year-round events which bring interest and new experiences to our spaces, including street markets in Adur.	Head of Place & Economy, Head of Environmental services	West Sussex County Council, Town Centre Initiative Traders' Associations, Worthing Theatres & Museum, Local businesses	Annually
	1.3.10 Continue Bathing Water Quality enhancement work with partners.	Head of Wellbeing, Head of Environmental Services	PH&R/SW/EA/Foreshore/WSCC Highways	Ongoing
1.4 The fourth industrial revolution ... supporting digital inclusivity for business and delivering the technical infrastructure for the next 30 years.	1.4.1 Full fibre to 90 council sites, including CCTV and community centres.	Director of Digital & Resources, Head of Place & Economy, Head of Planning & Development	Cityfibre, West Sussex County Council	June 2022
	1.4.2 Support the emerging full fibre broadband provider ecosystem to engage with businesses and communities.	Head of Place & Economy, Director of Digital & Resources	Cityfibre, Worthing & Adur Chamber of Commerce, Town Centre Initiative, Greater Brighton Metropolitan College, University of Sussex	2020-2022
	1.4.3 Ultrafast broadband at Colonnade House creative hub.	Director of Digital & Resources, Head of Place & Economy	Adur & Worthing Charitable Trust	March 2020
	1.4.4 Engagement with mobile network operators on 5G investment and 4G coverage issues, including 4G "not-spot" analysis to identify coverage gaps.	Director of Digital & Resources, Head of Place & Economy	West Sussex County Council, Greater Brighton Economic Board	Summer 2020

	1.4.5 Work with our partners to establish digital opportunities within the Town Centres (e.g. the 'smart town centre').	Director of Digital & Resources, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Town Centre Initiative	Summer 2021
	1.4.6 Implementing an Internet of Things test bed.	Director Digital & Resources, Head of Place & Economy	Greater Brighton Economic Board, West Sussex County Council, University of Sussex, Brighton University, Brighton Digital Catapult	December 2021
	1.4.7 Development of a proposition for SME digital support, helping businesses make the shift to digital operating models.	Head of Place & Economy, Director Digital & Resources	Greater Brighton Economic Board, West Sussex County Council, Coastal West Sussex, Brighton Digital Catapult	December 2021
	1.4.8 Market our extensive fibre estate (90 points across the area) as a test bed for innovation in relation to 5G, intelligent transport, smart energy grid and other applications.	Director of Digital & Resources, Head of Place & Economy	Greater Brighton Economic Board, West Sussex County Council	2020-2022
	1.4.9 Develop "Digital & Creative AW" community news, helping showcase local digital & creative businesses and share digital place-making plans and opportunities	Director of Digital & Resources, Head of Place & Economy Head of Communications	All relevant partners	Commence Spring 2020
1.5 Clean Growth	1.5.1 Work with our partners to deliver sustainability initiatives for businesses in Adur and Worthing, showcasing new measures to reduce the carbon footprint.	Strategic Sustainability Manager, Head of Place & Economy	West Sussex County Council, Town Centre Initiative, Traders' Associations, Local business partners, The	Commence - Autumn 2020

			Sustainable Business Partnership	
	1.5.2 Prepare a ' Green Infrastructure Delivery Strategy ' for Adur & Worthing and as part of this, work toward a District Heating Network for Shoreham Harbour. Ensure that new developments are designed to incorporate energy efficiency measures and utilise the use of renewable energy.	Head of Planning & Development, Strategic Sustainability Manager	Shoreham Port Authority, local residents and businesses, statutory agencies and local authority partners	Heating Network feasibility study Spring 2020. Green Infrastructure Strategy Autumn 2020
	1.5.3 With partners, examine interventions and solutions to deliver an inter-relationship with the economy and social policy . Establish a delivery plan that highlights community and business solutions to 'wicked and complex challenges facing our places'.	Head of Wellbeing Head of Place & Economy Head of Planning & Development	Community Works, community and voluntary sector organisations, West Sussex County Council	Delivery Plan established by Summer 2020
1.6 Creative (and Cultural) Industries	1.6.1 Maintain a strong support for cultural development of our places and create opportunities for cultural and creative activity and enterprise to thrive.	Head of Place & Economy	Worthing Theatres & Museum, local businesses, higher education partners, community and voluntary sector organisations	Ongoing
	1.6.2 As part of managing and monitoring the contract with Worthing Theatres and Museum , take a proactive approach to promoting a programme of cultural activities which continue to improve the cultural offer for Worthing.	Head of Place & Economy	Worthing Theatres & Museum	Ongoing
	1.6.3 Work Proactively with local cultural organisations across Adur & Worthing to promote inclusive opportunities for participation in cultural activities.	Head of Place & Economy	Worthing Theatres and Museum, Ropetackle Arts Centre, Wordfest	Ongoing

	1.6.4 To work in partnership with Worthing Theatres & Museum to develop ' Let the Light In ' at Worthing Museum.	Head of Place & Economy	Worthing Theatres & Museum	Stage One works begin Summer 2020 Stage Two works begin Summer 2021
	1.6.5 Establish a recognised and well-known music economy that provides a platform for artists to showcase their work, provides a talent identification model and promotes social inclusion opportunities for young people, all supporting the evening and night-time economy (ENTE).	Head of Place & Economy, Head of Wellbeing	Town Centre Initiatives, Worthing & Adur Chamber of Commerce, Worthing Theatres and Museum, local business partners	Summer 2020 review of progress
	1.6.6 Deliver the expansion of Colonnade House into a Creative & Digital Hub	Head of Place & Economy, Head of Major Projects & Investment	West Sussex County Council, community and voluntary sector infrastructure support organisations, higher and further education partners, local business partners	Autumn 2021
	1.6.7 Build upon Purple Flag status for Worthing and and explore further opportunities to create a diverse ENTE.	Head of Place & Economy, Head of Wellbeing	Town Centre Initiative, Worthing & Adur Chamber of Commerce, Colonnade House, local business partners	Ongoing
	1.6.8 Support a creative community that drives the creative industries sector across our places (e.g. filmmakers). To include exploring new opportunities for identifying new spaces and enhancing talent and skills.	Head of Place & Economy, Head of Wellbeing	Town Centre Initiative, Worthing & Adur Chamber of Commerce, local business partners, West Sussex County Council, Greater Brighton Metropolitan	Ongoing

			College, Coastal West Sussex, Association for Creative Industries	
1.7 Productivity, Innovation, Employment and Skills	1.7.1 Work with partners to explore and deliver a Business Innovation Centre , specialising in Advanced Engineering and Manufacturing, at Shoreham Airport.	Head of Place & Economy, Head of Major Projects & Investment, Head of Planning & Development, Director of Digital & Resources	Higher and further education partners, developers, Brighton & Hove City Council	Autumn 2023
	1.7.2 Work with partners to deliver a series of business-led initiatives focused on how digital technologies (including AI) can contribute to productivity and innovation gains.	Head of Place & Economy	Higher and further education partners, Worthing & Adur Chamber of Commerce, local business partners, West Sussex County Council, Coastal West Sussex Partnership	Early 2021
	1.7.3 With partners, establish a skills programme that ensures our population has the 'skills for the future' , with specific regard to new digital technologies (e.g. Digital Hubs or Schools). (See 2.2.2) and to help support the retention of skilled workers critical for our future competitiveness.	Head of Place & Economy, Head of Wellbeing	Higher & further education partners, Worthing & Adur Chamber of Commerce, Coastal West Sussex, West Sussex County Council, Coast to Capital Local Enterprise Partnership, local business partners	Spring 2021

	1.7.4 Establish how we can support new and emerging sectors by collecting new data and developing critical propositions and through partnerships with new business sectors.	Head of Place & Economy, Head of Major Projects & Investment	Research institutes, Universities, Government & business Partners	GBEB Creative industries: cluster profile report Autumn 2020
	1.7.5 Use systems leadership and service design approaches to develop an Employment & Skills Plan , focusing on work ready and key employability skills and supporting: <ul style="list-style-type: none"> a) people back into work b) people making career transitions and or choosing second careers c) apprenticeships d) meaningful work experience opportunities for young people e) the retention of skilled workers 	Head of Wellbeing, Head of Place & Economy, Director of Digital & Resources	Local businesses, education partners, Coastal West Sussex, DWP, Coast to Capital Local Enterprise Partnership	Summer 2020
	1.7.6 Work with partners across the county to deliver a Science, Technology, Engineering, creative and digital technologies and Maths (STeAM) skills programme in Adur and Worthing that will inspire both young people and adults to pursue studies and careers based on STeAM.	Head of Place & Economy, Head of Wellbeing	Coastal West Sussex Partnership, West Sussex County Council, Coast to Capital Local Enterprise Partnership, local authorities, education partners and local businesses	December 2021
1.8 Major Projects & Development	Worthing Major Projects Programme 1.8.1 <u>Worthing Integrated Care Centre</u> - to deliver a 6,000 sq.m Integrated Health facility and 350 space multi-storey car park on the existing surface car park at Worthing Town Hall.	Head of Major Projects & Investment	Worthing Medical Group, Sussex Community Foundation Trust, Sussex Partnership Foundation Trust, Coastal West Sussex	Planning Application determined - Summer 2020 Commence Construction - Winter 2020/21

			CCG, Planning & Development, West Sussex County Council	Construction Complete - Autumn 2022
	1.8.2 <u>Grafton Car Park</u> - leading the development of a residential led mixed use development on Worthing's seafront to create high quality homes and new retail/leisure facilities.	Head of Major Projects & Investment	Place & Economy, Planning & Development, Private Developers, West Sussex County Council	Development Partner Secured Summer 2020 Planning Permission Determined - Winter 2022 Commence Construction - Summer 2023
	1.8.3 <u>Decoy Farm</u> - procure a development partner to bring forward 13,536m2 of commercial and industrial space on a 7ha contaminated site in east Worthing.	Head of Major Projects & Investment	Planning & Development, Private Developers, West Sussex County Council	Development Partner Secured - Spring 2020 Site Remediation - Autumn 2020 Site Disposal - Spring 2021
	1.8.4 <u>Worthing Leisure Centre</u> - develop a new modern leisure centre to replace the existing centre at Shaftesbury Avenue.	Head of Major Projects & Investment	Southdowns Leisure, Planning & Development, Wellbeing, West Sussex County Council	Planning Permission Determined - Winter 2020/21 Commence Construction - Summer 2021 Construction Completion - Spring 2023

	1.8.5 <u>Steyne Shelter</u> - working with development partner Boxpark to redevelop the dilapidated shelter for a new café/ restaurant at the eastern end of Worthing historic seafront.	Head of Major Projects & Investment	Planning & Development, Boxpark, West Sussex County Council	Planning - Summer 2020 Construction Commence - Winter 2020 Construction Complete - Autumn 2021
	1.8.6 <u>West Buildings Shelter</u> - working with development partner Next Colour to bring forward a high quality restaurant with sea views and outside seating at the western end of Worthing historic seafront.	Head of Major Projects & Investment	Planning & Development, Next Colour, Bistro Pierre, West Sussex County Council	Commence Construction - Summer 2020 Construction Complete - Summer 2021
	1.8.7 <u>High Street Car Park</u> - a full refurbishment of this important car park servicing the eastern end of Worthing's retail core to improve the experience for residents and visitors.	Head of Major Projects & Investment	Planning & Development, Parking Services, West Sussex County Council	Commence - early 2021 Complete - early 2022
	1.8.8 <u>Buckingham Road Car Park</u> - a full refurbishment of MSCP which serves the western end of Worthing's retail core to provide an attractive alternative for shoppers.	Head of Major Projects & Investment	Planning & Development, Parking Services, West Sussex County Council	Commence - Spring 2020 Complete - Winter 2020
	1.8.9 <u>Colonnade House Extension</u> - the redevelopment of 2 - 7 High Street, Worthing to provide business, creative and maker space complementing the existing artistic hub at Colonnade House to reinforce Worthing's creative and cultural economy.	Head of Major Projects & Investment	Place & Economy, Adur & Worthing Trust	Planning Permission Determined - Spring 2020 Commence Construction - Autumn 2020

				Completion - Autumn 2021
	1.8.10 <u>Stagecoach Site</u> - to work with the landowners of the stagecoach site to facilitate the relocation of the site as a bus depot, and to realise the ambitions for the site in the emerging Worthing Local Plan	Head of Major Projects & Investment	Planning & Development	Clear plan by late 2020
	Adur Major Projects Programme 1.8.11 <u>Adur Civic Centre Phase II</u> - using this vacant former civic office site working we will work with preferred developer Hyde Housing group to develop 171 new social and affordable homes, business space.	Head of Major Projects & Investment	Planning & Development, West Sussex County Council, Shoreham Harbour Regeneration Partnership, Hyde Housing Group	Planning Permission Determined - Summer 2020 Commence Construction - Spring 2021 Completion - Spring 2023
	1.8.12 <u>Sussex Yacht Club Flood Defences</u> - following the purchase of land from Sussex Yacht Club the Council will deliver a new section of flood defence to protect the town centre from flooding.	Head of Major Projects & Investment	West Sussex County Council, Sussex Yacht Club	Commence Construction - Summer 2020 Completion - Spring 2021
	1.8.13 <u>Shoreham Beach Green Cafe and Community Facility</u> - working with preferred developer Boxpark, the Council will work to deliver a new beachfront cafe, restaurant and community destination at the centre of Shoreham Beach.	Head of Major Projects & Investment	West Sussex County Council, Planning & Development, Boxpark	Commence Construction - Spring 2020 Completion - Summer 2021

1.9 Our land, assets and property, using them to drive clean growth	1.9.1 Develop an Asset Management Plan, taking stock of the current estate, working to classify the current council ownership according to use and service demand, with a view to ensuring we have a fit and proper estate for the future. This focussing on: a) right properties b) in the right place c) to meet current and future service need d) disposal/development where value can be generated	Head of Major Projects & Investment	Council services	Approved - Autumn 2020
	1.9.2 Develop as part of an asset management plan a corporate approach to improve the energy performance of our properties, providing a future-proof estate and improved carbon footprint.	Head of Major Projects & Investment	Council Services, Strategic Sustainability Manager	Autumn 2020
	1.9.3 Ensure that the councils are well placed to react to opportunities within the market, being actively engaged to respond to opportunities to support growth through acquisitions, disposals and other property transactions.	Head of Major Projects & Investment		Autumn 2020
	1.9.4 Ensure that a programme of regeneration is developed for new homes within Adur & Worthing by developing evidence, undertaking public consultation and gathering information on existing conditions of housing and commercial estates with a view to identifying long-term opportunities for estate regeneration.	Head of Major Projects & Investment	Housing Services	New Homes Development Strategy agreed by Spring 2021
	1.9.5 Work with partners to investigate opportunities to deliver housing solutions for vulnerable groups such as homeless, prison	Head of Major Projects & Investment	Housing, Wellbeing, Private Sector Partners	Ongoing

	leavers, and supported living, as well as other groups such as military veteran housing.			
1.10 Planning and land use supporting our Prosperous Places and other 4 platforms	1.10.1 Contribute to the development of a Local Strategic Statement 3 (LSS3) in partnership with West Sussex County Council and Greater Brighton planning authorities and identify the key strategic infrastructure requirements and opportunities for housing and employment (see also commitment 1.5)	Head of Planning & Development	Local residents and businesses, statutory agencies and local authority partners	LSS3 adopted - Summer 2021
	1.10.2 Prepare up to date local plans for our places that reflect a changing global economy and seek to promote sustainable inclusive growth. As part of this, prepare and implement planning policies that respond imaginatively and creatively to new agendas for climate change; town centres; the need for new homes; sustainable transport and inclusive growth.	Head of Planning & Development	All local authorities across the West Sussex and Greater Brighton "sub-region"	Ongoing

Platform 2 – Thriving People and Communities

As Councils we are clear that our role is to enable individuals and communities to flourish and prosper. We seek to support communities to be resilient, creative, well connected, adaptive to changing circumstances and have the ability to provide resources to each other.

We recognise that there are numerous communities across Adur and Worthing. When we talk about communities we are referring to the residents of the Borough and District as a whole, and also communities of place (such as neighbourhoods, estates or streets) communities of need, communities of interest and communities of business etc. Our communities span the human life course and we recognise that transitions between different points in our lives, create new and different communities and opportunity to connect.

Our intent is to connect to, and with those communities separately and collectively, recognising that different approaches are needed for different communities and different issues.

Over the last three years we have recognised that the relationships we have with our key partners and stakeholders are invaluable and critical to supporting the best outcomes for our communities. We have invested in developing and maintaining these relationships, in recognition that the Councils cannot be all things to all people, and that we must share our resources, our skills and our ambition. We will continue to work to develop the leadership capability of those in our system to be creative and innovative, and we will continue to invest in and challenge these relationships, which can impact so significantly on outcomes for the people of Adur and Worthing. Our local businesses, our staff, the Community and Voluntary Sector, and a number of other statutory agencies and public sector players (such as Health, Education Sector and West Sussex County Council) are all critical partners in creating the conditions for success.

Thriving people and communities are engaged, participating and connected, resilient and independent, aspirational and hopeful, able to provide support for those requiring it, safe and secure and healthy and well.

Thriving communities for us are also enterprising communities. By this we mean communities that come together easily across the generations, recognise the challenges they face, innovate, create and realise opportunities effectively taking and managing risks, encouraging active participation, self-reliance and self-determination. We already see across Adur and Worthing is a vibrant and growing community sector that is focussed on people and place. Individuals and groups that see

an issue and seeks to address it, right here, right now. Small grassroots projects that are born of individual passions, that bring communities together in new ways such as Worthing PING or Greate2Create in Adur, demonstrate that the conditions exist to continue to develop and grow these shoots of social innovation and we will continue to do this where we can be helpful, and get out of the way when we are not.

So we have already engaged in a process of working collaboratively across our places and are beginning to see the benefits of unlocking energy and the power of people to run and improve their own lives. We have done so whilst maintaining an essential safety net and recognising that some communities and some people require more active and enabling support to make real progress. Our approach requires us to:

- Fully understand the nature of our communities (the hard and soft data and intelligence, key relationships etc. as well as understanding aspirations, opportunities and untapped assets). Our interventions then need to be wise and impactful and in partnership with communities to empower people to create solutions that work.
- Tackle the challenge of insufficient supply of housing
- Continue to ensure (with partners) a robust safety net for those who need it.
- Target our services (seeking to ensure that we work at the preventative end of need to equip people with the skills, knowledge and wherewithal to thrive independently of the State).
- Seek to bring other resources to play, not just financial resource but creative resource and the energy that delivers economic and community value for our places.
- Support a wide range of supportive, preventative and enforcement interventions and
- Develop our role as civic social entrepreneurs

At a place based level we have invested in Systems Leadership work, to convene relationships, develop shared purpose and act to address some of the most complex and challenging issues that our communities face. We will continue this

investment in the wider system and push an agenda that seeks to design services and approaches that put people and place at the centre of that process.

Innovation requires that collectively we develop ideas, test and learn and use the combined resources and assets of organisations, people and place, rather than retreating into silos and organisations. Our ambition is not fettered and we seek to enable social innovation and where possible, drive discussions and ideas that will bring investment at scale.

Themes for Thriving People and Communities

- Effective Strategic Partnerships ... and challenge
- Housing (all types and tenures)
- Thriving and connected communities
- Prevention and early interventions where needed
- Promoting a safer community (by addressing violence, antisocial behaviour and safeguarding)
- Public Health (by starting, living and ageing well)
- Developing for our Community and Voluntary Sector

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
2.1 Strategic influencing and Systems Leadership - developing our key relationships and partnerships	2.1.1 Work in partnership with West Sussex County Council (WSCC) to deliver key systemic outcomes around <ul style="list-style-type: none"> a) Improving outcomes for children, families and YP and those leaving care b) Improving outcomes for vulnerable adults c) Using land and other assets wisely to deliver shared value 	Director for Communities	West Sussex County Council	Ongoing
	2.1.2 Work with key partners to deliver a Strategic response to our shared agenda to improve housing supply and reduce homelessness	Director for Communities, Director for the Economy, Head of Housing, Head of Major Projects & Investment	West Sussex County Council, West Sussex Districts and Boroughs RPs and Developers Homes England BHCC	Ongoing
	2.1.3 Work in partnership with NHS colleagues to achieve Strategic ambitions around, Social Prescribing and Local Community Networks and integrated ways of working that support our communities to Thrive	Director for Communities, Head of Wellbeing	West Sussex County Council, CCGs, STP, LCN, Infrastructure Support Organisation	Ongoing
	2.1.4 Continue to build the leadership capability across our places through Systems Leadership approaches <ul style="list-style-type: none"> a) Continue to build our Network of Systems Leadership professionals across A&W 	Director for Communities,	Strategic System partners Leadership Centre for Local	a) Ongoing

	<p>b) Publish the Evaluation into our Systems Leadership work and create a tool kit for future use</p> <p>c) Connect with other places using similar approaches, and disseminate learning.</p>	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>Government</p> <p>Strategic System partners Leadership Centre for Local Government</p> <p>Strategic System partners Leadership Centre for Local Government</p>	<p>b) Spring 2020</p> <p>c) Conference 2020</p>
<p>2.2 Delivering our Housing Strategy 2020-2023</p> <p>‘Enabling our Residents to thrive in their own home’</p>	<p>2.2.1 Finalise and adopt our updated Housing Strategy 2020-2023</p>	<p>Director for Communities</p> <p>Head of Housing</p> <p>Head of Major Projects & Investment</p>	<p>Registered Providers</p> <p>Statutory and voluntary sector partners</p> <p>Health providers and commissioners</p>	<p>Spring 2020</p>
	<p>2.2.2 Housing related wellbeing and support</p> <p>a) Build upon our prevention agenda - engaging a wider set of partners such as GPs and Health visitors to identify those at risk of homelessness earlier.</p>	<p>Head of Housing, Head of Wellbeing</p>	<p>GPs, Health visitors, West Sussex County Council</p>	<p>Autumn 2020</p>

	Supporting those in most need through wise and commissioning, pathway development and inward funding including:			Spring 2020
	b) Work with MHCLG to sustain funding to continue prevention and relief support for rough sleepers.	Head of Housing, Head of Wellbeing	MHCLG, Turning Tides, Sussex Police,	Autumn 2020
	c) Develop our approach with primary health care, WSCC and community based organisations to improve the health of rough sleepers	Head of Housing, Head of Wellbeing	SPFT, Health providers, WSCC	Spring 2021
	d) Develop a multi-agency pathway to working with and improving the wellbeing of single vulnerable people in housing need	Head of Housing, Head of Wellbeing	WSCC (adult social care), SPFT, Health providers, drug and alcohol providers	Spring 2021
	e) Develop a multi-agency pathway to working with and improving outcomes for YP and care leavers in housing need	Head of Housing, Head of Wellbeing	WSCC (IPEH; Children's social care) SPFT; Health providers; substance misuse providers	Spring 2020
	f) Joint commissioning to support those in need of targeted interventions to live well, retain their tenancy and remain independent	Head of Housing, Head of Wellbeing	WSCC; West Sussex Strategic Housing officers group	
2.2.3 Better Homes, Stronger Communities - supporting communities, landlords, business				

	<p>and developers, to collaborate to create good homes, healthy communities and places we can thrive</p> <p>a) Community spaces and improvements are co-designed with our communities.</p> <p>b) Enforcement and regulatory activity is sustained to ensure that the “Better Homes” standards are maintained.</p> <p>c) Improving our interventions and processes to enable more people to stay in their homes longer (DFG)</p> <p>i) Adopt the WSCC DFG policy and approach</p> <p>ii) Continue to reduce waiting and delivery times for DFG</p> <p>d) Participation by and engagement with our communities to promote involvement in key strategic decisions - planning, development and how our places are used</p>	<p>Head of Housing Head of Planning & Development, Head of Wellbeing</p> <p>Head of Housing, Head of Planning & Development</p> <p>Head of Housing</p> <p>Head of Housing, Head of Planning & Development</p>	<p>Residents, businesses, developers</p> <p>Landlords</p> <p>West Sussex County Council, Districts and Boroughs</p> <p>Residents, businesses, developers</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Autumn 2020</p> <p>Spring 2020</p>
	<p>2.2.4 Ensure our roles as the landlord for Adur District Council tenants supports Better Homes; Stronger Communities through:</p> <p>a) Adur Homes Resident Engagement Strategy finalised - promoting involvement and feedback to the Council</p>	<p>Head of Housing</p>	<p>Adur District Council tenants</p>	<p>Summer 2020</p>

	<p>as landlord (Adur Homes)</p> <p>b) Develop an Adur Homes Anti Social Behaviour (ASB) approach as part of the wider Councils ASB Policy, to ensure as a landlord we can identify and support those who are vulnerable as part of our joint prevention and enforcement approach</p> <p>c) Deliver a fully revised and prioritised capital programme by Winter 2020</p> <p>d) Develop a full asset management programme by Winter 2020</p>	<p>Head of Housing, Head of Wellbeing</p> <p>Head of Housing, Head of Technical Services</p> <p>Head of Housing, Head of Technical Services</p>	<p>Adur District Council tenants Sussex Police</p> <p>Major Projects Adur District Council Tenants</p> <p>Adur District Council Tenants Major Projects</p>	<p>Summer 2020</p> <p>Winter 2020</p> <p>Winter 2020</p>
	<p>2.2.5 Innovate to improve the levels of truly affordable housing supply</p> <p>a) Publish our Development Strategy for WBC, ADC and Adur Homes</p>	<p>Head of Housing, Head of Major Projects & Investment, Head of Planning & Development</p>	<p>Variety of Housing Sector Partners</p>	<p>Ongoing</p>
	<p>b) Deliver the A&W Councils - New Homes Programme</p> <p>(i) <u>Cecil Norris House</u> - development of 15 new Council homes in the centre of Shoreham.</p>	<p>Head of Major Projects & Investment</p>	<p>Housing</p>	<p>Commence Construction - Spring 2020</p> <p>Completion - Summer 2021</p>
	<p>(ii) <u>Albion Street</u> - the development of 50 new Council homes using progressive architecture to kick-start regeneration along this part of Shoreham Harbour.</p>	<p>Head of Major Projects & Investment</p>	<p>Housing</p>	<p>Start on site January 2020</p> <p>Completion Summer 2021</p>

	(iii) <u>Rowlands Road</u> - the conversion of a former care home to develop 20 homes for temporary accommodation	Head of Major Projects & Investment	Housing	Commence Construction Spring 2020 Completion Winter 2020
	(iv) <u>Downview Public House</u> - the development of 17 new homes for temporary accommodation at a sustainable location next to West Worthing Station.	Head of Major Projects & Investment	Housing	Phase 1 complete and occupy March 2020 Phase 2 commence Spring 2020 Complete Spring 2021
	(bv) <u>Fulbeck Avenue</u> - using Council owned land to work with development partner Boklok to deliver up to 150 affordable new homes in Worthing.	Head of Major Projects & Investment, Head of Planning & Development	Housing, Boklok UK	Planning Application Spring 2020 Construction Autumn 2020 Completion Autumn 2022
	c) Extend and build upon the “Opening Doors” social lettings scheme	Head of Housing	Landlords	Review June 2020 (1 yr post launch)
	d) Review and update our Temporary Accommodation Strategy	Head of Housing	Providers of TA	Autumn 2020
2.3 Supporting Stronger, Participative, resilient communities	2.3.1 Develop, enrich and share our approach to ‘ Thriving Communities ’ to build stronger participative and resilient communities, by: a) Producing a clear narrative of what Thrive means through a Thriving Communities Quarterly Review , providing a quarterly overview of system wide projects and action across our communities (Thriving AW)	Head of Wellbeing, Head of Housing	Multiple system partners in Adur and Worthing	Quarterly from early 2020

	2.3.2 Developing more intelligent data from available data sets to understand the scale of vulnerability and assets, to inform our direction, focus and better outcomes including:	Head of Wellbeing, Head of Housing, Head of Revs and Bens	Citizens Advice/DWP	Winter 2020
	a) Review our in-house data sets and those we have access to (e.g OSCi Local Insight Data) to understand the scale of vulnerability and options to target our resources more effectively to support our communities	Head of Wellbeing, Head of Housing, Head of Revs and Bens	Citizens Advice, DWP, West Sussex County Council	Winter 2020
	b) Use relevant data to create a digital Inclusion framework , to develop a clear and coherent approach to improving access, skills and reducing digital inequality.	Head of Wellbeing, Head of Housing, Digital	Citizens Advice, DWP, West Sussex County Council	Spring 2021
	2.3.3 We will continue to use human centred service design as an approach in all of our service provision/review of services.	Head of Wellbeing, Head of Housing, Digital & Resources	Partner agencies and communities	Ongoing
	a) Service design skills developed in teams	Head of OD	Partner agencies and communities	Ongoing
	b) Human Centred SD considered in all people facing projects in Communities Directorate	Head of Wellbeing; Head of Housing; Head of Environmental Services	Partner agencies and communities	Ongoing
2.3.4 Connected Communities -				
a) Extend and deepen our digital platform reach - Find It App - to connect services and activities to our communities by:	Head of Wellbeing		April 2021	

	<p>i) Increasing the uptake of professionals using this tool and embed its use as a service connection resource</p> <p>ii) developing the next phase of this work through the MHCLG funded “Open Community” programme ensuring involvement of key partners such as VCS and statutory partners.</p> <p>Playing the role of convener to mobilise wider community resources to effect change on:</p> <p>b) Social innovation, by delivering four Social Innovation Network events bringing individuals/communities of interest together to share their resources in ways that benefit local communities.</p> <p>c) Social isolation and loneliness:</p> <p>i) Complete phase two of our approach to highlighting and reducing social isolation and loneliness at all ages</p> <p>ii) Prototyping outcomes based commissioning as an approach for the future.</p>	<p>Director for Digital & Resources</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>Infrastructure Support Organisation, Health, VCS, health and wellbeing Partnership</p> <p>Infrastructure Support Organisation, Health, VCS, health and wellbeing Partnership</p> <p>Infrastructure Support Organisation Community and Voluntary sector</p> <p>WSCC, LCNs, Infrastructure Support Organisation</p> <p>WSCC, LCNs, Infrastructure Support Organisation</p>	<p>Ongoing</p> <p>Ongoing</p> <p>End 2021</p> <p>End 2021</p>
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	<p>iii) With key partners develop a micro-grants system for community based projects</p>	Head of Wellbeing	WSCC, LCNs, Infrastructure Support Organisation	End 2021
	<p>2.3.5 Developing our focus around Thrive and Prevention as an approach.</p> <p>Data and insights from the research phase (1) of the current service design review between Housing and Wellbeing, will support a delivery phase (2) which will use the research to develop and test new approaches to service delivery, across five thematic areas:</p> <ul style="list-style-type: none"> a) Financial resilience and vulnerability b) Creating and providing an effective safety net for single people with complex needs c) Food and wellbeing d) Young people and thrive e) Places and neighbourhoods 	Head of Wellbeing, Head of Housing,	Revs and Bens; HR, Voluntary Sector, Faith Groups	Phase two to be developed and rolled out between Jan-Dec 2020
	<p>2.3.6 Work collectively with our Safer Communities Partners (SCP) to understand existing and emerging drivers for crime, disorder and substance misuse and use this knowledge to develop coherent and focused workstreams to address risks and vulnerability, and promote safety and wellbeing:</p>	Head of Wellbeing		4 meetings per year

	<p>a) support four SCP meetings per year</p> <p>b) implement the recommendations identified in the Home Office Locality Review.</p> <p>c) Develop an approach to how we address and disrupt Serious Violence</p> <p>d) Commission relevant training events each year from industry specialists to upskill staff around emerging crime issues/threats.</p>	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>Safer Communities Partnership: Police, Probation, WSCC, PCC's Office, WS Fire & Rescue, Infrastructure Support Organisation; Health partners</p> <p>“ “</p> <p>“ “</p> <p>“ “</p>	<p>By end 2022</p> <p>Spring 2020</p> <p>Ongoing</p>
	<p>2.3.7 Developing a programme of safer communities activities to ensure our people are, and feel safe:</p> <p>a) Continue to build our approach to Safeguarding children, young people and adults, by:</p> <p>i) Increasing the numbers of Designated Safeguarding Officers across the Councils</p>	<p>Directors for Communities/Economy and Digital & Resources</p> <p>Head of Wellbeing</p>	<p>Head of Housing, All Council Departments, WSCC, Police, Voluntary Sector</p> <p>“ “</p>	<p>Winter 2021</p>

	<ul style="list-style-type: none"> ii) Review our Safeguarding Training for Officers and Members iii) Review the Councils' Safeguarding Policy iv) Extend our contextual safeguarding work and embed this approach across the Councils 	Head of Wellbeing	“ “	Winter 2020
		Head of Wellbeing	“ “	Winter 2020
		Head of Wellbeing	“ “	By late 2021
	b) Develop an approach to understanding vulnerability - including Domestic Abuse, County Lines and exploitation, Modern Day Slavery, etc - setting out how we will support and provide assistance across all of our Councils' business.	Head of Wellbeing	“ “	Summer 2021
	c) Review the Councils' ASB policy and approach across all areas of our business (see 2.1.3)	Head of Wellbeing, Head of Environmental Services	“ “	Summer 2021
	d) Develop our twin track approach of providing support and enforcement capability to address instances of ASB.	Head of Wellbeing, Head of Environmental Services	“ “	July 2020
2.4 Start Well, Live Well Age Well Health and wellbeing at all stages of life	2.4.1 Extend our approach to Health and Wellbeing at all ages, ' Start Well, Live Well, Age Well ' Working with our local and strategic partners and our communities to : <ul style="list-style-type: none"> a) give families and young people the best start in life; b) support working age people to Thrive and be resilient; and c) enable older people to maintain their health and independence. 	Director for Communities Head of Wellbeing	WSCC - Public Health, Children's and Adults CCGs LCNs SPFT CVS	Ongoing

	<p>2.4.2 Start Well: Supporting young people's emotional wellbeing and mental health</p> <p>a) Develop and deliver the Worthing based 'Find it out Plus' project for children and young people in Worthing.</p>	Head of Wellbeing	West Sussex County Council, Coastal West Sussex CG, SPFT (Mental Health Trust), YMCA, Mind, LCN	Implement fully end summer 2020
	<p>2.4.3 Start Well: Young people, life skills and resilience:</p> <p>a) Develop the next phase of the Young People's Work and Thrive (see 2.2.5, e)</p> <p>b) Commission and develop work focusing on building resilience and skills for young people through our Safer Communities Partnership programme (see 2.2.6)</p>	<p>Head of Wellbeing, Head of Housing</p> <p>Head of Wellbeing</p>	<p>West Sussex County Council, Voluntary sector, communities.</p> <p>Safer Communities Partnership</p>	<p>Develop during 2020, evaluate and test.</p> <p>Summer 2020</p>
	2.4.4 With WSCC and wider system partners develop a strategic approach to " Children First " across West Sussex.	Director for Communities Head of Wellbeing	West Sussex County Council	<p>Strategic approach Spring 2020</p> <p>Delivery to 2023</p>
	2.4.5 Live Well through work and skills			End 2021

	<p>a) Deliver phase 2 of our LGA/Design Council project on work and skills for working age adults</p> <p>b) Develop the A&W Work and Skills Network and ensure this meets four times per year</p> <p>c) Young People and Employment - develop a targeted approach to support skills and employability for YP who have never worked</p> <p>d) Continue to develop and deliver our “IT Junctions” for those that need extra support and help skills to access to work, including:</p> <ul style="list-style-type: none"> i) IT and digital skills / support ii) Work and skills support and iii) Financial capability/budgeting support through our Money Mentors 	<p>Head of Place & Economy, Head of Wellbeing</p> <p>Head of Wellbeing, Head of Place & Economy</p> <p>Head of Wellbeing, Head of Place & Economy</p> <p>Head of Wellbeing</p>	<p>West Sussex County Council, DWP Housing</p> <p>WSSC; DWP; registered providers; schools,colleges; business</p> <p>DWP, Schools, Colleges, WSSC</p> <p>DWP and wider VCS partners</p>	<p>Quarterly</p> <p>Late 2021</p> <p>Winter 2022</p>
	<p>2.4.6 Live Well - Active People and Places- Leisure & Activity Strategy</p> <p>a) Develop and Implement an Open Spaces, Sport and Recreation Strategy building on the outcomes of the consultancy report due by end 2010 and result from our facilities condition survey</p>	<p>Head of Place & Economy Head of Technical Services, Head of Environmental Services</p>	<p>Impulse Leisure, Southdowns Leisure, LCNs.</p>	<p>Winter 2020</p>

	<p>b) Launch and implement our community led Activities Strategy</p> <p>c) Create a community based strategic group to lead this work</p>	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>WSCC, Infrastructure Support Organisation, Impulse Leisure, Southdowns Leisure, LCNs</p> <p>“ “</p>	<p>Summer 2020</p> <p>Winter 2020</p>
	<p>2.4.7 Live Well and Age Well: Improve the health and wellbeing of those aged 18 years and over through 121 and group interventions and support, including:</p> <p>a) Social Prescribing: Continue to improve our ‘Going Local’ offer, working with Primary Care and voluntary sector partners to provide and develop effective social interventions and connections.</p> <p>b) Wellbeing Hubs - Deliver and develop the Wellbeing Hubs programme of work (in-house and commissioned services) to improve healthy lifestyles and tackle identified health and wellbeing issues such as:</p> <ul style="list-style-type: none"> i) falls prevention, ii) alcohol advice, iii) physical activity, iv) healthy weight management, v) smoking cessation and vi) NHS Health Checks 	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>LCNs,PCNs, CCG, WSCC, Infrastructure Support Organisation</p> <p>WSCC,LCNs, PCNs</p>	<p>Ongoing during 2020-2023</p> <p>Ongoing during 2020-2023</p>

	<p>2.4.8 Age Well:</p> <p>a) Extend our offer to communities to promote understanding and discussion of issues related to end of life and death, through Bereavement services open days</p> <p>b) Develop further the Councils and its services as Dementia Friendly e.g. Dementia Friendly car park spaces, making our parks and open spaces more accessible for people with dementia and training our staff as Dementia Friends</p> <p>c) Develop more of our staff to become Dementia Champions and train 10% of front line staff across the organisation as Dementia Friends to improve our approach for those living with dementia</p>	<p>Head of Wellbeing, Head of Environmental Services</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>CCG, Primary Care</p> <p>CVS, Organisational Design WSCC</p> <p>CVS, Organisational Design WSCC</p>	<p>2nd open event delivered in 2020</p> <p>Ongoing</p> <p>Ongoing</p>
2.5 Community, voluntary sector and social innovation	2.5.1 Commission an Infrastructure Support Organisation to support our third sector.	Head of Wellbeing		Autumn/Winter 2019 with new contract to start April 2020
	2.5.2 To develop further the infrastructure support offer in place for our voluntary and community sector, ensuring this understands and works well with the needs and assets in place, including:	Head of Wellbeing		Ongoing

	<ul style="list-style-type: none"> a) Providing Advice and Support to our Third Sector b) Develop training and learning events to provide for the needs of the sector c) Lead networks where organisations can meet learn and work together d) Developing the digital capability and activation of our CVS 		Infrastructure Support Organisation	
	<p>2.5.3 Using our Open Spaces to innovate, connect and engage with communities</p> <ul style="list-style-type: none"> a) TCV project - ‘Growing Communities’ Seek funding for the next phase of this project b) Brooklands Park - ensure delivery of the Brooklands Park Master Plan continues to connect and engage local residents and communities c) Highdown Gardens - Engagement and Activity plan delivered as part of the Lottery Funded Project d) Buckingham Park - recently awarded green flag status, well used, develop further community engagement and partnership 	<p>Head of Wellbeing,</p> <p>Head of Environmental Services</p> <p>Head of Environmental services</p> <p>Head of Environmental Services</p>	<p>TCV</p> <p>Friends of Groups</p> <p>National Lottery Friends of Group Highdown Volunteers</p> <p>National Lottery Friends of Group Highdown Volunteers</p>	<p>Winter 2020</p> <p>Ongoing (completion 2023)</p> <p>Completion of capital works Summer 2020</p> <p>Within 2020</p>
	<p>2.5.4 Staff Volunteering - continue to encourage and develop the staff volunteering offer.</p>	<p>Head of Wellbeing</p>		<p>Launch early 2020</p>

	a) Launch a new approach to supporting charities in the workplace - ' Giving ' which supports Payroll Giving, Volunteering and fundraising in the workplace.		All Council Departments, Infrastructure Support Organisation	
	2.5.5 Enable our communities and third sector to innovate and thrive, by leveraging wider financial resources and provide our own support and assistance to: a) Work with local grant givers to support our voluntary and community sector b) Influence wider financial resource investment for our voluntary sector partners and our places in our places. e.g. CIL contributions, external funding investment	Head of Wellbeing Head of Wellbeing, Head of Planning & Development	Infrastructure Support Organisation Infrastructure Support Organisation Planning Place & Economy Social and other investors	Ongoing Ongoing
	2.5.6 Ensure our Community Centres are effectively used and promoted by our third sector and other partners and that they act as springboards for local activity and provision for the communities they service, with particular focus on; a) Ongoing relationship development with the new tenants for Eastbrook Manor Community Centre	Head of Wellbeing, Head of Major Projects & Investment	Infrastructure Support Organisation	Ongoing

	<p>b) Finalise planning, development and tenant relationships of the new West Durrington Community Centre</p> <p>c) Continue to support and work with partners in the Shoreham Centre to enable its continuing success</p>			
	<p>2.5.7 Community Transport</p> <p>Continue to support the delivery of an accessible and flexible community transport offer and assign the Councils' community transport grants allocation.</p>	Head of Wellbeing	Community Transport Sussex, Infrastructure Support Organisation	Ongoing

Platform 3 – Tackling Climate Change and Supporting our Natural Environment

As Councils we recognise the urgent need to take action on the Climate Change Agenda and to support and assist our natural and ecological systems to thrive. Our existing sustainability framework for Adur and Worthing (developed in 2018) has been added to by the Declaration of Climate Change Emergency by both Councils in July 2019 and the work under way to develop a comprehensive Carbon Reduction Plan by January 2020.

On carbon reduction, the Councils have joined the UK100 Cities early in 2019 to pledge 100% clean energy by 2050. We have also made the 2020 Emissions Reduction Pledge direct with Central Government. And we recognise our work already goes further and we seek to build upon it.

We set out here our plans around energy use, water, biodiversity, waste reduction, transport, climate adaptation and resilience, food and land use, leadership and learning, active citizenship and planning and development control.

One of the major reasons that people choose to live, work and settle here is our stunning coast, downland, river and urban park environment. We see a real appetite across our communities for the stewardship, conservation, protection and enhancement of this beautiful natural environment.

As Councils we recognise the importance of providing an enabling Platform for people to participate in this. At times this is about us getting our own “house in order” at other times leading and encouraging other partners to step up and it’s about enabling the many individuals and “small platoons” who want to do something to conserve or steward their natural environments to be able to participate. They may be parks groups, allotmenters, real food or growing enthusiasts or people with a particular interest in ecology, our role is to help hold the work together.

And we recognise this can be contested policy space. At times there will need to be challenging debates about the respective trade-offs (such as between development and conservation) and it’s the role of the Councils, often wearing Local Planning Authority hats, to make them. We don’t seek to shy away from those debates and from seeking the best possible outcomes balancing the different demands.

Whilst our financial expenditure is perhaps not as significant as some may think we recognise that we should be using our own

procurement and resources to set examples and drive good standards of environmental stewardship. Strong environmental stewardship and strong civic resource management are often one and the same thing.

Given the level of community interest in environmental sustainability and Climate Change we are keen to trial different forms of civic participation in the agenda. We know, and work with, a number of organisations and individuals already active in environmental sustainability and we look forward to developing a powerful coalition with them to lead the agenda across our places.

Themes for Climate Resilience:-

- Reducing Carbon Emissions to carbon neutral by 2020
- Transitioning to clean, secure and affordable energy
- Improving water quality and reducing consumption
- Rewilding to create more and better spaces for wildlife
- Managing our land, promoting local food
- Engaging our communities in the use and stewardship of our open spaces
- Reducing waste and increasing reuse, recycling and composting
- Sustainable transport and improving air quality
- Improving our Climate Resilience
- Showing leadership and engaging our communities
- Rethinking the role of land use planning and development

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/ Milestones
3.1 Strategic influencing and shared leadership	3.1.1 Deliver a large Climate Change Event to bring businesses, public organisations and communities together and developing ongoing engagement and co-production opportunities.	Strategic Sustainability Manager	Transition Town Worthing, Worthing Climate Action Network	Event Spring 2020 Development thereafter
	3.1.2 Publish a regular bulletin, "Sustainable AW", to share community initiatives, update on council actions, and encourage strong networking and collaboration	Director for Digital & Resources, Head of Communications, Strategic Sustainability Manager	Transition Towns, Worthing Climate Action Network, Green Spaces Partnership 'Green Tides' including many local community organisations, WSCC, all Sussex Local Authorities, Biosphere Partnership, Sussex Wildlife Trust, Plastic Free groups, SDNP, Ouse & Adur Rivers Trust, AECOM, Sustrans, Sussex Air, AW Walking & Cycling Action Group, Sustainable Business Partnership, Green Growth Platform and many others.	Early 2020
	3.1.3 Develop and publish a sustainability code of practice for application to all suppliers to the council, through procurement and contract management cycles	Head of Finance, Strategic Sustainability Manager	Contractors and suppliers	December 2020

	3.1.4 Develop an area wide (not just Council) carbon reduction plan	Strategic Sustainability Manager	Adur & Worthing Community	Dec 2020
3.2 Becoming Carbon Neutral by 2030	3.2.1 Produce a Council Carbon Reduction Plan responding to the Councils' commitment to become carbon neutral by 2030	Strategic Sustainability Manager	AECOM	Dec 2020
	3.2.2 Secure additional resource to help drive delivery of the carbon reduction action plan, developing metrics for carbon use by the councils, using data analysis to develop prioritised programmes of work.	Strategic Sustainability Manager	Recruitment websites	Early 2020
	3.2.3 Deliver year on year carbon reduction across council buildings and transport use, reporting annually to the government and public	Director for Digital & Resources, Strategic Sustainability Manager	BEIS	Final report late 2020
	3.2.4 Review capital building programmes to ensure development of renewable and low energy approaches, de-commissioning our uses of gas, improving insulation, LED lighting etc	Strategic Sustainability Manager, Head of Technical Services, Head of Major Projects & Investment, Head of Housing	Contractors	Review complete June 2020
	3.2.5 Install electric vehicle charging points at council sites and switch the fleet to electric or hybrid vehicles, including exploration of EV and hydrogen options for larger vehicles.	Head of Environmental Services, Head of Digital,	West Sussex County Council, Enterprise	By March 2022

		Strategic Sustainability Manager		
	3.2.6 Establish a SALIX fund to increase financial resources to deliver the Councils' Carbon Reduction Plan.	Strategic Sustainability Manager	SALIX, Government Department of Business, Energy & Industrial Strategy	June 2021
3.3 Transitioning to clean, smart, secure and affordable energy	3.3.1 Deliver the Smart Local Energy Systems (SLES) project in Adur & Worthing, a £32m public/private investment programme deploying multiple local energy systems, connected into a smart local energy grid. This includes 250 EV charging points, air source heat pumps in 250 social housing properties, 4-5 large EV charging hubs (PV canopies and battery storage), 1 large and 9 medium energy storage systems using second life batteries, 100 small energy storage systems (solar PV + batteries), and a heat network at Shoreham Port.	Director for Digital & Resources, Strategic Sustainability Manager	West Sussex County Council, Smart Hubs Consortium, Innovate UK, Adur Homes, Worthing Homes	March 2022
	3.3.2 Investigate options for a solar farm, and additional options for widespread solar PV, including a resident group-buying programme	Strategic Sustainability Manager, Head of Major Projects & Investment	West Sussex County Council, Smart Hubs Consortium, South East Energy Hub, solar installers, iChoosr, Your Energy Sussex, Retrofitworks	Dec 2022
	3.3.3 Continue to source 100% renewable electricity for the Councils.	Head of Technical Services	Energy Suppliers, LASER	Jan 2020 and ongoing

	3.3.4 Explore a Heat Network to deliver carbon savings on the Worthing Civic Quarter site	Strategic Sustainability Manager	Government Heat Network Delivery Unit	June 2021
3.4 Improving water quality and reducing water consumption	3.4.1. Conduct a detailed review of water consumption and billing, ensuring leaseholders are appropriately billed and water saving measures are in place at all sites	Head of Technical Services, Strategic Sustainability Manager, Head of Environmental Services	Team Energy, Water Utility Company	Dec 2021
	3.4.2 Obtain and Maintain Blue flag award status for our foreshore area.	Head of Environmental Services	Keep Britain Tidy, Southern Water, EA, IFCA	Early 2021
3.5 Creating and expanding spaces for tree-planting, biodiversity and wildflower schemes	3.5.1 Work to increase the number of parks with Green Flag status, ensuring best practice understood and obtained within the sector.	Head of Environmental Services	Keep Britain Tidy	May 2020
	3.5.2 Develop a major tree-planting campaign across the area to support air quality and carbon sequestration, and tackle the challenge of Ash dieback	Head of Environmental Services, Director for Digital & Resources, Strategic Sustainability Manager	Woodland Trust, West Sussex County Council, South Downs National Park, Education partners, Community	March 2021
	3.5.3 Develop plans to improve biodiversity in our open spaces, identify areas for community-led planting and growing working to create a resilient landscape and community	Head of Environmental Services	TCV, Wildlife Trust, South Downs National Park, RSPB	March 2021

	3.5.4 Work with farmers and landowners to support coordinated biodiversity schemes	Head of Major Projects & Investment, Head of Environmental Services, Strategic Sustainability Manager	Neighbouring farmers and landowners.	March 2021
3.6 Reducing waste, increasing reuse, recycling and composting	3.6.1 Work with WSCC and partners to create the conditions to meet requirements required by the Government's Waste and Resources strategy by 2023 including: a) the potential for the collection of food waste being made mandatory b) Supporting the widest possible range of materials to be recycled c) Supporting producer pays and other models to reduce waste in our system	Director For Communities, Head of Environmental Services, Strategic Sustainability Manager	Community groups	Summer 2021 (or other timetable set)
	3.6.2 Trial a new Commercial food waste collection service	Head of Environmental Services	Business partner	Summer 2021
	3.6.3 Adopt a council Plastics Strategy to reduce the use of single use plastics across the council	Strategic Sustainability Manager	Plastic Free Worthing	June 2020
3.7 Shifting to sustainable transport and improving air quality	3.7.1 Agree a Local Cycling and Walking Infrastructure Plan for Adur & Worthing. Secure investment to deliver improvements from the plan.	Head of Place & Economy, Strategic Sustainability Manager	Sustrans, West Sussex County Council, WSP, A&W Walking & Cycling Action Group	June 2020

	3.7.2 Partner with West Sussex County Council on the delivery of EV charging infrastructure for our area	Head of Digital & Customer Services	West Sussex County Council, EV chargepoint installer	Dec 2023
	3.7.3 Expand DonkeyBikes, the bike share scheme to train stations and identified other locations	Head of Place & Economy	Cycle Brighton, West Sussex County Council, Sussex Community Rail Partnership	Dec 2021
	3.7.4 Continue to expand the number of local companies using the easit Adur & Worthing public transport discount scheme	Strategic Sustainability Manager, Head of Place & Economy	easit	March 2020
	3.7.5 Implement the Staff Travel Action Plan, including discounted bikes, incentivising use of electric vehicles, switching pool cars to electric, promoting car sharing, cycling and walking	Director of Digital & Resources	easit, Sodexo, Enterprise, public transport providers	June 2021
	3.7.6 Review and enhance the Air Quality Action Plans for Adur and Worthing to reduce the air quality impacts (NOx, PM10 and PM2.5) of transport across Adur & Worthing, in particular within the Air Quality Management Areas.	Head of Wellbeing, Public Health & Regulation.	West Sussex County Council, Highways England	December 2020
	3.7.7 Develop effective partnerships with WSCC and Highways England to deliver the air quality action plans.	Head of Wellbeing, Public Health & Regulation.	West Sussex County Council, Highways England, Sussex Air	March 2021
3.8 Improving the climate resilience of Adur & Worthing	3.8.1 Work to create 'resilient landscapes' with diverse stock, across both urban and green areas	Head of Environmental Services	South Downs National Park. Sussex Wildlife Trust. TCV. RSPB. Southern Water. Friends of Park Groups	Ongoing

	3.8.2 Review drought, heatwave and extreme cold plans	Head of Technical Services	Environment Agency	Dec 2021
	3.8.3 Deliver Adur and Worthing coastal defence programmes with the Environment Agency and other partners, maximising opportunities to leverage community benefit schemes	Head of Environmental Services, Head of Technical Services	Environment Agency.	Ongoing
	3.8.4 Review flood risk management plans, including drainage network and opportunities for sustainable drainage	Head of Technical Services	Environment Agency, Southern Water	Dec 2021
3.9 Develop a fairer, more sustainable, local food system	3.9.1 Develop Food Partnerships to strengthen networks of local producers, farmers markets, outlets and the food waste circular economy	Strategic Sustainability Manager	PH&R, Wellbeing, Food Matters, Adur & Worthing stakeholders	Dec 2022
	3.9.2 Map council owned land for opportunities for community growing projects, rewilding and tree planting	Strategic Sustainability Manager, Head of Environmental Services, Head of Major Projects & Investment	Food Matters	Dec 2020
3.10 Planning, Land Use and Development Management	3.10.1 Review the Draft Worthing Local Plan for a robust approach to carbon reduction, sustainability, climate resilience, nature, biodiversity net gain, and continue to work through the adoption process to improve the sustainability of the plan.	Head of Planning & Development, Strategic Sustainability Manager, Head of Environmental Services	RTPI, Developers, agents, local architects.	Ongoing
	3.10.2 Reviewing and update the Adur Local Plan in relation to carbon reduction, sustainability, climate resilience, nature and biodiversity net gain.	Head of Planning & Development, Strategic Sustainability	RTPI, Developers, agents, local architects.	2022

		Manager, Head of Environmental Services		
	3.10.3 Explore resources to create and adopt a Planning Sustainability Checklist to clarify policy, educate applicants, enable monitoring, and improve the sustainability standards of development through the planning process.	Head of Development & Planning, Strategic Sustainability Manager	Developers, agents, local architects.	2023
	3.10.4 Embed the Air Quality Emissions Mitigation approach within the Worthing Local Plan	Head of Wellbeing, Public Health & Regulation	Planning Policy	2023

Platform 4 – Good Services and New Solutions

Good services and new solutions focuses on what residents need, working efficiently, flexibly and with empathy. At Adur & Worthing Councils we are working hard to move away from the “process and rules heavy” approach into simpler, more personal ways of working that use digital, where it makes sense, and skilled, understanding people where that’s better. The Councils offer a wide range of services, some of them commercial, and we know that good resident experience is what drives success.

This Platform is about improving how our services work, creating easier routes for our residents to get things done with us, creating modern digital services and growing our commercial offer. It’s also about ensuring our leaders are skilled in service redesign, can create new service solutions in a digital age, and spot the commercial opportunities. We need our leaders and staff to work across the local system effectively and to create the permissive conditions for our talented workforce to try out new ideas and get on and change things for the better. This is as much about culture and mindset as about process and activity.

In this Platform we also work to create strategic, modern and effective long term approaches to financial strategy, asset management (land and property) procurement and contract management, and our ability to respond with agility, and in ways aligned to our economic and community and sustainability goals set out in our other Platforms.

The aim of our Councils is to deliver services that residents, businesses and communities say are good and easy (or “effortless”) to use. We have made real progress over the last 3 years in creating digital services with high satisfaction ratings, for example in waste, street scene, revenues and benefits, parking and housing repairs. We have achieved this by creating a team that builds digital services in-house, using modern digital platforms delivering value to both residents, businesses and staff. We don’t always build digital services in-house, but we do expect the software we use to be modern, Cloud based and easy to integrate with other applications. There’s much more to do, from creating a new web site and opening up new channels like live chat, through harnessing new, emerging technologies such as machine learning chatbots and sensors. Improving our use of data is a key theme including intelligent analytics and open data publishing.

Whilst we regularly receive praise for the services we deliver in many areas, we also know that services can be too slow, process heavy and put too many barriers in the way. Our “Effortless” Customer Programme aims to help services fundamentally examine their approach to the demands of service users using our Good Services principles and help them

improve their customer satisfaction ratings, through both smaller, quicker actions and more significant change programmes. We will continue to extend our use for the “SameRoom” Service Design methods in such projects, upskilling people through new learning opportunities, and leading the creation of a new service design apprenticeship nationally, while providing local projects with access to skilled external service designers. Our aim is to gain a national reputation at Adur & Worthing for the use of Service Design in great public services.

Our commercial services have performed well over the last 3 years providing a vital contribution to the Councils’ overall financial strategy, growing income by nearly £2 million whilst delivering good value to residents and businesses. Our priorities are now to significantly improve our sales and marketing capacity, and to explore the development of new products and “bundle” services delivered digitally.

And we know it’s our people who create great service experiences and provide essential specialist knowledge. We need great leadership at all levels and will continue to develop our Learning & Development offer to upskill our people in the key areas needed for at 21st Century Public Service Organisation. For us that’s Systems Leadership, Service Design, commercial skills, good service delivery and digital. We will plan our workforce for the future, increasing apprenticeships and growing our reputation as a great place to work.

We will also work to improve the way we manage our assets (property and land) developing longer term strategies to maximise their use and improving planning and maintenance regimes. Having this year declared Climate Emergencies we will quickly introduce sustainability measures across our property asset base to meet the target of carbon neutrality by 2030.

Themes for Good Services and New Solutions:-

- Digital platforms and solutions
- “Effortless” Customer Services
- Growing our commercial income
- Embedding our ‘SameRoom’ Service Design approach
- Staff learning and developing our leadership
- Corporate Landlord and manager of the Councils’ assets
- Driving sustainability and value for money through contract management.

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
4.1 Increase the range of modern digital services	4.1.1 Launch a <u>new public website</u> , developed in-house, making access to digital self service easier and following gov.uk design principles. Review content to ensure simple, plain english, optimise findability in search engines	Head of Customer & Digital Services All services		Dec 2020 and ongoing content review
	4.1.2 Design and build an improved <u>digital garden waste service</u> , with the ability to subscribe all year round and pay online. Create intelligent delivery route optimisation to increase delivery speeds of all new bins	Head of Customer & Digital Services, Head of Environmental Services		Mar 2020
	4.1.3 Deliver a <u>multi-channel management service</u> in the contact centre, offering live chat, social media contacts, all managed against the customer record. Explore deployment of some CRM functionality in service teams to improve customer request handling and help monitor timescales and customer satisfaction	Head of Customer & Digital Services, Head of Communications, All Services		Mar 2021
	4.1.4 Expand the <u>digital asset management service</u> , to enable automation and reminders for commercial rent review, routine inspections and maintenance, compliance checking regimes, document storage and data analysis. Enable tasking and updating in the field.	Director of Digital & Resources, Head of Customer & Digital Services, Head of Major Projects and Investment Head of Technical Services, Head of Housing	Third party contractors	Dec 2020
	4.1.5 Launch a <u>new staff intranet</u> with new phonebook, integration to phone system and google calendars, helping people see availability. Include	Head of Customer & Digital Services,		Mar 2020

	news items and regular updates from leadership team to improve communications	Head of Communications		
	4.1.6 Undertake discovery on <u>digital planning solutions</u> , reviewing several new innovations funded by MHCLG, with a view to introducing new technologies from 2021	Head of Planning & Development, Head of Customer & Digital Services	MHCLG Southwark Council Hackney Council	Dec 2020
	4.1.7 Take an agile/sprint approach to review the digital functions of the existing <u>housing management system</u> , avoiding a large re-procurement, and designing better digital services function by function	Head of Housing, Head of Customer & Digital Services		Jun 2022
	4.1.8 Fully implement <u>ModernGov</u> for members, creating an accessible system for meetings and documents, helping the move to paperless.	Head of Wellbeing, Head of Customer & Digital Services, Members		Mar 2020
	4.1.9 Implement a new cloud based <u>HR and Payroll system</u> , de-commissioning older e-forms and improving staff experience	Head of Human Resources, Head of Finance, Head of Customer & Digital Services		Mar 2021
	4.1.10 Fully implement a new <u>cloud-based financial management system</u> , providing automation of tasks, budget reporting dashboards for managers, and integration with the AW platform	Head of Finance Head of Customer & Digital Services,		Mar 2020
	4.1.11 Develop corporate and <u>service level data dashboards</u> , testing a new data analytics platform, and develop real time open data reporting on the public website	Head of Customer & Digital Services, Head of Communications		2020-2021
	4.1.12 Explore <u>collaboration with our low code platform provider</u> and partner Councils, examining	Head of Customer & Digital Services	Other councils Netcall provider	Ongoing

	the potential for sharing for mutual benefit and possible development of commercial digital development offer to other sectors		MHCLG	
4.2 Improve customer satisfaction through the “Effortless” Programme	4.2.1 Complete the <u>Revenues & Benefits transformation</u> programme, including digital self-service, text payment reminders, simplified letters and streamlined processes	Head of Revenues & Benefits, Head of Customer & Digital Services	Capita	Dec 2020
	4.2.2 Develop a programme of <u>Good Service assessments</u> , building capacity in service teams to undertake customer research, use data, design and digital to create better services	Director for Digital & Resources, Head of Customer & Digital Services		2020-2023
	4.2.3 Provide <u>training in customer communication</u> , complaints handling and supporting vulnerable customers	Head of Customer & Digital Services		2020-2023
	4.2.4 Delivery of <u>accessibility services</u> , such as translation services and website accessibility standards	Head of Customer & Digital Services		Dec 2020
	4.2.5 Development of <u>service dashboards</u> to track reductions in calls and face to face interactions	Head of Customer & Digital Services		Dec 2020
	4.2.6 Enhance face to face offer with <u>improved self service options</u> , creating capacity for time with the most vulnerable	Head of Customer & Digital Services		2020-2023 Ongoing
4.3 Grow our commercial & traded income and external sources of funding	4.3.1 Produce a <u>commercial strategy</u> aligned to our aims to generate income while increasing social value and improving sustainability.	Director for Communities, Head of Finance, Head of Environmental Services, Head of Communications		June 2020

	4.3.2 Develop <u>sales and marketing campaigns</u> for green bins and trade waste, rolling the model out to other commercial lines	Head of Environmental Services, Head of Communications		Mar 2021
	4.3.3 Develop clear <u>unit costing</u> to better understand the surplus/loss associated with each commercial line of business.	Head of Finance with All Service Managers		June 2020
	4.3.4 Commission <u>market competition analysis</u> and price reviews where needed	Head of Finance		Ongoing
	4.3.5 Investigate <u>alternative community funding opportunities</u> and develop options for launching calls for funding on high impact community projects	Director for Digital & Resources, Head of Finance		Sept 2020
	4.3.6 Continue to seek <u>external funding</u> opportunities, building on a high success rate, preparing a pipeline of investable projects ready for submission	Head of Place & Economy, Head of Finance		Ongoing
4.4 Embed "SameRoom" service design approach	4.4.1 Deliver <u>agile project management</u> and service design training to multidisciplinary teams working on Platforms delivery	Director for Digital & Resources, Organisational Development Officer		First cohort completed by the end of Spring 2020
	4.4.2 Provide <u>design support</u> to a set of Platforms projects, running teams in parallel, learning methods while delivering	Director for Digital & Resources, Organisational Development Officer		Work on first projects commenced by Spring 2020
	4.4.3 Develop <u>a service design approach to Sustainable AW</u>	Director for Digital & Resources, Organisational Development Officer,	Service design professionals and interested local organisations	Hackathon delivered by Spring 2020 and work planned thereafter

		Strategic Sustainability Manager		
	4.4.4 Lead development nationally of a <u>service design apprenticeship</u>	Director for Digital & Resources, Organisational Development Officer	National public, private and third sector organisations	First cohort started by the end of 2021
4.5 Leadership, Learning & Development	4.5.1 Continue to deliver the quarterly <u>Leadership College</u> to over 100 leaders and managers	Head of Human Resources, Organisational Development Officer	Place leaders invited to speak at our gatherings	Ongoing
	4.5.2 Develop a <u>leaders programme</u> of skills development including managing conflict, leading quality conversations, Leadership Lab, workforce planning, apprenticeship development, financial and people management basics	Head of Human Resources, Organisational Development Officer	CLT, OLG and all line managers	BySpring 2020
	4.5.3 Provide <u>coaching support</u> , as identified in personal development plans	Head of Human Resources, Organisational Development Officer	-	Ongoing
	4.5.4 Review and develop the <u>staff learning offer</u> , including online learning and apprenticeships	Head of Human Resources, Organisational Development Officer	Local learning providers	Ongoing
	4.5.5 Deliver <u>All Staff Meetups</u> from all locations, helping engage everyone in delivering platforms	Head of Human Resources, Organisational Development Officer	-	First one to take place in January 2020, bi-annually thereafter

	4.5.6 <u>People Working Group</u> to continue the review of key 'people processes' such as recruitment and selection	Head of Human Resources, Organisational Development Officer	All Adur and Worthing Council employees and managers	Ongoing
	4.5.7 Continue to grow our <u>Well at Work</u> programme, learning from best practice to support a happier healthier workforce e.g. Mental Health First Aiders	Head of Wellbeing	All Adur and Worthing Council employees and managers	2023
4.6 Develop a Corporate Landlord approach to managing our property estate	4.6.1 Work to move the management of the Council's corporate estate and assets to a <u>Corporate Landlord Model</u> .	Head of Major Projects & Investment	Council Services Technical Services	Project Scope Agreed - Spring 2020 Project Implemented - Autumn 2022
	4.6.2 Review <u>building & maintenance spend</u> across all building categories and develop a local facilities management framework, as well as joining existing frameworks where appropriate	Property & Investment Team, Head of Technical Services		Sept 2020
	4.6.3 <u>Rationalisation of our depots</u>	Head of Major Projects & Investment Head of Environmental Services	Technical Services	Feasibility Study Spring 2020 Full Business Case & Planning Application - Spring 2021 Commence Construction Autumn 2021
	4.6.4 Assure good compliance through the <u>Health & Safety Board</u> in relation to key compliance issues such as fire safety, asbestos management and gas safety	Director for Digital & Resources, Director for the Economy, Director for Communities	Major Projects & Investment, Technical Services Health & Safety Building Control	Ongoing

4.7 Effective procurement and contract management, driving sustainability and value for money	4.7.1 Deliver <u>procurement savings</u> of £200k per year	Head of Finance	Orbis Procurement Contract Managers	2020-2023
	4.7.2 <u>Review the procurement strategy</u> to ensure alignment with sustainability and social value goals	Head of Finance Strategic Sustainability Manager, Head of Wellbeing	Orbis All suppliers	June 2020
	4.7.3 Ensure <u>maintenance of the contracts register</u>	Head of Finance	Orbis	Ongoing
	4.7.4 Deliver on-going contract management training to improve soft and hard skills in managing suppliers and contracts	Head of Finance	Orbis	Ongoing

Platform 5 – Leadership of Place

Between 2015 and 2018 we identified that Leadership of our Places was one of our critical five platforms, vital to ensure our best chance of achieving the prosperous, healthy, innovative places that our communities demand and success across our other platform agendas.

Some elements of the Leadership Agenda attract considerable public attention, others less so. The vital importance however of good civic leadership of our places has been proven and is well understood. In addition to leading on our “statutory duties” of providing services, what has become increasingly clear as Local Government and local governance becomes more fragmented, complicated and less resourced directly by Central Government is the need to champion, promote, challenge and convene in the interests of our places and the communities we serve. At a time when national and international governmental volatility is at the fore, locally based governance with Local Government that listens, understands, plans and delivers for the present, and the future, is more vital than ever. At Adur & Worthing Councils (and across a range of our strategic stakeholder partners) we take this responsibility seriously.

At a local level policy debates will at times be contentious, the integrity and validity of the democratic legitimacy of the Councils however, seldom is. This is a reputation hard won and one we intend to continue and to build upon.

And, we remain clear that the Councils are by no means the only leaders of place. Other institutions, other partnerships, our communities of geography or interest and individual residents at times are much better placed than the Councils to lead. In those circumstances we happily provide a platform for others to lead, whilst recognising our democratic responsibilities to ensure strong outcomes for all.

At a local level we have good networks and have developed our Local Strategic Partnership (Waves Ahead) to be a more flexible network of institutions and leaders. We actively participate in, or lead, a range of partnerships across all of the platform areas and have put time, energy and care into building the capacity of leaders across our system to step up.

In advocating of our places to institutional investors or framing community based projects for and with the NHS, our politicians, staff and colleagues from other organisations have shown they can come together with skills to make things happen.

There remains strong consensus around the level of ambition for our places and our communities. This ambition extends well beyond representative (Party) Politics to participative community leadership as well ... we believe this is a healthy indicator for our futures.

Over the next three years we intend to focus our place leadership (with our partners) on the following themes:

- Developing our elected members and fostering relationships with other leaders of our communities
- Developing the reputation of our places (and our reputation as leaders and innovators nationally)
- The civic data Agenda
- Emergency Planning and Civil Contingency

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
5.1 Place branding, place promotion, inward investment and recognition of achievements	5.1.1 Develop a strong place brand for Worthing and engage key partners to maximise uptake and use.	Head of Communications	LSP, TCI, range of business and inward investment agencies	by February 2020
	5.1.2 Oversee and manage the reputation of our places and seek to align messages with key partners	Head of Communications	A variety of partners depending upon the issue	Ongoing
	5.1.3 Promote Adur & Worthing Councils and key partner activity and in issues where it supports the development of the five Platforms or the delivery of commitments, including encouraging behavioural change to achieve outcomes desired.	Head of Communications and all Heads of Service	A variety of partners depending upon the issue	Ongoing
	5.1.4 Develop network skills and influencing potential across our local Community and Voluntary Sector ensuring we hear the voice of community	Head of Communications Head of Wellbeing	West Sussex County Council, Infrastructure Support Organisation and other Community & Voluntary Sector organisations Wellbeing	Ongoing
5.2 Develop national reputation for thought leadership and innovation in key areas in other Platform agendas	5.2.1 Digital and creative entrepreneurship (see Platform 1)	Director for the Economy, Head of Communications	As Platform 1	As Platform 1
	5.2.2 Service design in public services (see Platform 4)	Director for Digital & Resources, Head of Communications	As Platform 4	As Platform 4
	5.2.3 Responses to climate change and ecological degradation (see Platform 3)	Director for Digital & Resources,	As Platform 3	As Platform 3

		Head of Communications		
	5.2.4 Innovation in housing and investment markets (see Platform 2)	Director for Communities, Head of Communications	As Platform 2	As Platform 2
	5.2.5 Learning town centres (see Platform 1)	Director for the Economy, Head of Communications	As Platform 1	As Platform 1
	5.2.6 Digital and technological innovation. OpenCommunity data standards project (See Platform 4)	Director for Digital & Resources, Head of Communications	As Platform 4	As Platform 4
5.3 Develop and sustain strong personal and organisational relationships to support Platforms for our Places and effective delivery of commitments and future activity. Ensure the necessary relationships of influence are in place	5.3.1 Ensure positive working relationships at a local and regional level including:- a) Greater Brighton Economic Board b) West Sussex County Council and other District and Borough Councils c) Infrastructure Support Organisation and wider Community & Voluntary Sector d) Housing partners e) Criminal Justice and Community Safety Partners f) Coast to Capital Local Economic Partnership g) Various NHS bodies	Chief Executive, Directors, Elected Members	All partners listed under Activities & Projects	Ongoing Senior staff and key Members have a number of formal relationships as well as informal ones. Regular review of how effective those relationships are.
	5.3.2 Ensure strong working relationships with a wide variety of national partners including but not limited to:- a) Central Government b) District Councils Network	Chief Executive, Directors, Elected Members	Significant number of partners	Ongoing and subject to regular review as to efficacy and effectiveness of relationships

	<ul style="list-style-type: none"> c) Local Government Association and New Local Government Network d) Future Gov and various innovation forum partners e) Potential funders and investment partners f) Social innovators who could bring value to our places 			
5.4 Emergency Planning and Civil Contingencies	5.4.1 Ensure Adur & Worthing Councils own Civil Contingency and Emergency Planning activities well planned and resourced. Technology and training support provided to all relevant staff	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing
	5.4.2 Ensure strong relationships with Pan-Sussex Civil Contingency Groups, best fit our activity with theirs, shared understanding of planning and operational imperatives etc.	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing, maintain regular coordination and planning meetings with Pan-Sussex training events including testing and mutual aid arrangements in scenario trainings
	5.4.3 Participate in the design, development and rolling out of scenario planning and other training exercises both in Adur and Worthing and at a Pan-Sussex level to ensure good understanding of cross agency roles and responsibilities in any civil contingency activity	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing, maintain regular coordination and planning meetings with Pan-Sussex training events including testing and mutual aid arrangements in scenario trainings

5.5 Politics and politics	5.5.1 Continue to enhance and strengthen the formal Political leadership of our places (in an uncertain national political environment). Continue to develop and build capacity in elected Members roles, elections, relationships between officers and Members, JOSC, and ensuring party political disagreement leads to strong direction setting and doesn't hold up essential elements of the agenda.	Director for Communities, Head of Wellbeing	All Members and relevant national bodies	Ongoing
	5.5.2 Developing participative and deliberative democracy (ensuring greater participation of all) using key themes to develop new methods of engaging our communities in the issues that matter most (and utilising their skills and energies) and creating the next generation of civic leaders.	Director for Communities and all relevant organisational leaders on themed areas	A wide variety of partners and community representatives	Ongoing
5.6 Developing the Civic Data agenda	Create a flexible framework for the delivery of open data solutions, whilst ensuring the reputation and integrity of "civic data" is held high. Work with national players to develop exemplar approaches and to develop a new data resource base for our place (with the opportunity to scale beyond).	Director for Digital & Resources	A wide variety of public service agencies holding data and key expert adviser organisations that can enable us to develop a strong approach	Framework by Autumn 2020

6. Building our Capacity

When we began our Platforms for our Places approach we knew that as an organisation (and as a wider place based system) we would need to work hard on developing new capacities to be able to deliver. In particular systems leadership, digital skills, commercial skills, design skills and the capacity to create and maintain strong leadership relationships were all essential. For the most part we have made real progress in each of these areas. And we know there is more to do.

We have left behind the notion of being a solely “municipal service provider” and moved to a position where our purpose is to create platforms upon which we and others create and sustain healthy and vibrant financial and social economies for our communities. *Going Forward* we want to use the assets of the State and others to meet existing and emerging need ... in short to become civic social entrepreneurs, creating and sustaining value for our communities. This shift in purpose (and accompanying mindset) is both exciting and challenging for us and our key partners. For a number of us who have worked in Local Government for many years we know this is a demanding stretch but encouragingly we have seen many people rise to the challenge well over the last three years.

We have set out (primarily in Platform 4) some of the key areas of capacity that we need to build (or scale further). These are capacities that go well above and beyond the traditional areas of “expertise” in our Local Government functions and in particular our focus for the next three years will be on:-

- a. Continuing to develop systems leadership capacity across Adur and Worthing (and beyond)
- b. Developing our capacity as service designers with the ability to design and implement rapidly
- c. Continuing to develop our tech and digital skills (particularly where they are aligned to service design)
- d. Develop the skills of all of our senior leaders in commercial fields (including investment, contract management, procurement, conflict management, negotiation, storytelling and partnering around commercial opportunities)
- e. “Modern customer service” by which we mean how we fundamentally review services delivered with those in use our services to ensure they better fit their needs and remain continually cost effective.

7. Resourcing, Evaluation and Accountability

With Platforms for our Places 2017-2019 we consciously avoided the approach of creating a new “bureaucratic industry” around reporting on commitments and individual projects and programmes. Ownership of delivery lies with particular members of staff and they are accountable to their line managers and ultimately relevant elected Members or Committees for delivery. We wanted to avoid a new bureaucracy because such an approach (as Local Government has experienced in the past) can be energy and resource intensive, data becomes obsolete within days may run counter to the very agility and adaptivity that we need.

The Chief Executive and Directors assess progress against all of the commitments on a quarterly basis (and Directors do so with their own management teams more regularly). Elected Members receive six-monthly reports on progress at both Joint Strategic Committee and at Joint Overview & Scrutiny Committee and have the opportunity to challenge progress. The six-monthly reports seek to identify common themes as well as areas where we are getting stuck.

Broadly this approach has served us well and will continue to be deployed in our new “Going Further” approach.

Rather than publish to the public detailed data on each of the commitments we intend to develop the approach used to create “Building AW” to find a stronger reporting narrative in Councils’ strategic areas of focus. Our sense is this provides members of the public with a more helpful way of seeing development and progress over time.

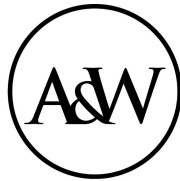
And in Local Government we know that we have historically budgeted on an annual cycle. Whilst there are perfectly sensible reasons for this (primarily that Government has given us a whole range of data about funding on an annual basis) we have increasingly moved to a Medium Term Financial Strategy which gives us a 3-5 year view. That means that we are able to plan with greater certainty for the three year period through to 2023. We have developed this Platform for our Places : Going Further approach in parallel with the development of the 2020/21 budget process and therefore one speaks to the other.

And we recognise that resource isn’t just about money. And it isn’t just about the Councils’ money. Increasingly we seek to use the capital and revenue financing of public service partners (and others) to support areas of mutual benefit. For example working with Health or Education partners (or County Council) we can pool resources to have greater effect. In each Platform area we seek to identify any new available resources.

And we know there is considerable latent resource in Community. There are people with skills, time and potentially useful connections and resources who would be interested in being involved in some of the platforms we describe. This is why in the Platform 5 Leadership of Place agenda we devote time to building and sustaining effective relationships. We (and a number of other partners) have valuable data and intelligence as well as other assets that we can use creatively to produce new value.

A number of the commitments that we have set out in this document will require detailed business cases and resource identification of their own right. A number of others require existing allocated resources to be used “within the day job”. Platforms for our Places does not in itself make any new binding financial commitments. It sets out our stall as to likely activity resource by future capital and revenue budgets ... being fully aware that a number of those resources will require individual political decisions of their own right.

— End —



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 7

Key Decision [Yes/No]

Ward(s) Affected: All

Working towards the 2030 target - Adur & Worthing Councils' Carbon Neutral Plan

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

- 1.1. On 9 July 2019 Joint Strategic Committee (JSC) declared 'Climate Emergency'. As part of the declaration, Members committed to:
 - 1.1.1. *'go beyond the previously set 2050 target adopted by Adur & Worthing Councils in 2018 and work towards becoming carbon neutral by 2030'* and
 - 1.1.2. *produce 'an outline strategy on how the Councils will work towards the carbon neutral target. The strategy to be produced by January 2020 at the latest'*
- 1.2. The Carbon Reduction Plan has been produced: '**Adur & Worthing Councils' Carbon Neutral Plan: Working towards the 2030 target**'. This report brings the draft plan to members to seek approval for adoption ahead of the scheduled January 2020 deadline.
- 1.3. The Plan sets out an ambitious, challenging and yet achievable pathway for the councils to become carbon neutral by 2030. The report identifies potential delivery mechanisms and identifies synergies with capital

programme works which provide opportunities for successful implementation of the Plan.

2. Recommendations

That the Joint Strategic Committee:

- 2.1. Note that the carbon reduction plan identifies an achievable pathway for the councils to become carbon neutral by 2030; and the resources already in place to progress with this work;
- 2.2. Approve the adoption of the '***Adur & Worthing Councils' Carbon Neutral Plan: Working towards the 2030 target***'
- 2.3. Delegate authority to the Director of Digital & Resources in consultation with the relevant Executive Member to make minor amendments to the Plan prior to publication, in particular the addition of information on business travel.

3. Context

- 3.1. The Carbon Reduction Plan is brought for approval to this committee ahead of schedule in recognition of the urgency in taking meaningful and impactful steps to tackle climate change. As such, Adur & Worthing Councils (AWC) will become the first local authority in East or West Sussex to develop their plan backing up their Climate Emergency declaration. The Plan is attached at **Appendix 1**.
- 3.2. The Plan shows that the route towards becoming carbon neutral will require a strong level of ambition and commitment, backed up by significant interventions and investment across AWCs' operations. The fundamental steps required to deliver the net-zero target are clear and with strong leadership from the Councils these can be set into action now
- 3.3. Development of a carbon reduction plan aligns with national legislation and policy including the Climate Change Act; the Industrial Strategy; the Clean Growth Strategy; Road to Zero; and the Future of Heating. The plan also aligns with regional policy Energy South2East (LEP strategy); and the draft Greater Brighton Economic Board draft Greater Brighton Energy Plan.
- 3.4. Locally, the plan aligns with the AWCs' adopted vision: *Platforms for our Places* which commits to *reduce emissions and shift to clean energy across the councils' estate*; and to *transition council fleet to hybrid and electric vehicles*. It also delivers on carbon reduction commitments in *SustainableAW* the councils framework for action on sustainability.
- 3.5. Following the commitment by Members in July 2019 to produce a carbon reduction plan, consultancy AECOM were appointed to provide the technical expertise to deliver a robust evidence-based plan. The brief was to develop a Carbon Neutral Plan incorporating the following elements:
 - 3.5.1. defining the scope of the Plan, consulting relevant officers;
 - 3.5.2. detailed assessment of council carbon emissions;
 - 3.5.3. undertaking energy audits of key council buildings;
 - 3.5.4. establishment of a current baseline and carbon projection modelling to 2030;
 - 3.5.5. setting out a pathway to become carbon neutral by 2030; and
 - 3.5.6. development of a deliverable, prioritised project list of carbon and cost effective projects for the first phases of the plan, to enable cumulative progression towards 2030 carbon neutrality.

4. Summary of the Carbon Reduction Plan

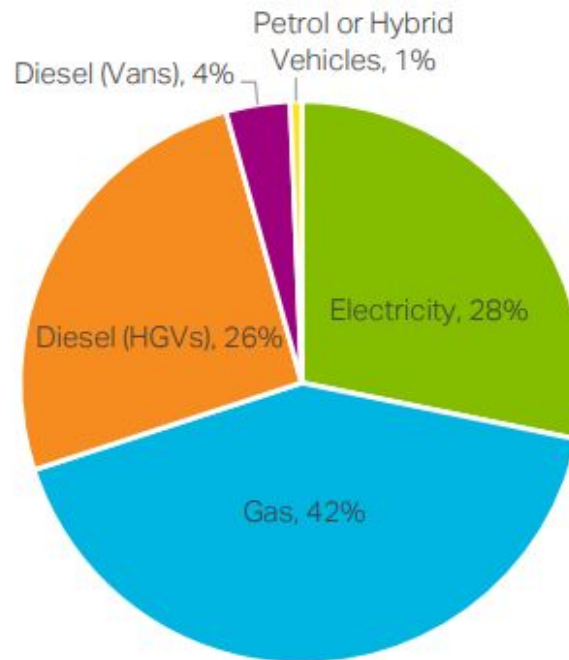
- 4.1. It is vital to note that this carbon reduction plan relates to the Councils' leadership by example, in seriously and urgently tackling the carbon emissions we are responsible for. The report *Sustainable AW*, also on Committee's agenda, demonstrates council commitment to lead and support the development of carbon reduction initiatives at the area level, as part of a proposed wider framework to deliver a more sustainable future for the area as a whole.
- 4.2. The carbon reporting methodology used to develop the plan was defined in line with the Department of Business, Energy and Industrial Strategy (BEIS) 'Emissions Reduction Pledge 2020' guidance. Emissions are divided into three categories:

Category	Description	Agreed data to be used
Scope 1	Direct emissions from sources owned or controlled by the reporting organisation.	Metered gas data in properties owned and operated by, and where the Councils pay for gas.
Scope 2	Indirect emissions from the generation of energy purchased by the reporting organisation.	Metered electricity data in properties owned and operated by, and where the Councils pay for electricity. Mileage for Council-owned vehicle fleet and pool cars
Scope 3	Indirect emissions that result from other activities that occur in the value chain of the reporting organisation, either upstream or downstream.	Metered water use data in properties owned and operated by the Councils.

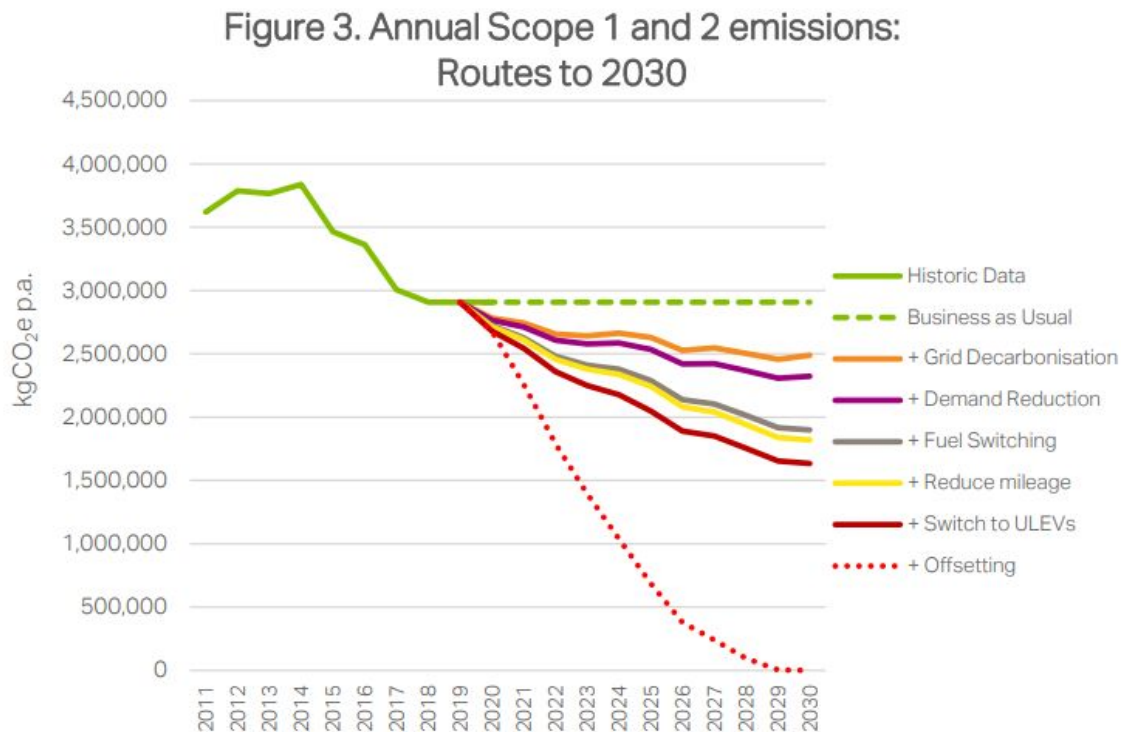
- 4.3. Based on the definitions above, the councils' carbon emissions for the year 2018-19 were **2,908 tonnes CO2 emissions**. This forms the 2018-19 baseline for the Carbon Reduction Plan.
- 4.4. There are additional Scope 3 emissions that the Plan addresses, including those arising from business travel, waste, procurement, and council owned buildings where the council is not the bill payer. Due to insufficient data these have not been quantified in the Plan at this stage. The Plan makes recommendations on how AWC can develop additional data collection methods to provide further visibility of Scope 3 emissions and influence emissions reduction.

- 4.5. Results show that gas and electricity use in buildings accounts for the majority of Scope 1 and 2 emissions (42% and 28%, respectively). The next biggest contributor is fuel use for HGVs (26%). Other vehicles such as cars and diesel vans make up for around 5%. See Figure2 below:

Figure 2. Scope 1 & 2 emissions by fuel type (2018-19)



- 4.6. Based on available data, the Councils' Scope 1 and 2 emissions have decreased since 2014/15 by approximately 23% due to a number of factors. These include efficiency improvements, weather, user behaviour, changes to the Councils' ownership or operation of buildings, and provision of services, but the majority of the reduction is due to national grid decarbonisation.
- 4.7. National electricity grid decarbonisation has resulted in considerable reduction in council carbon emissions since 2014. The carbon intensity of grid electricity is falling progressively, as electricity is generated less from fossil fuels and more renewable energy. The analysis considers the impact of the national grid decarbonisation trajectory published by BEIS reflecting the Government ambition to meet the UK's carbon emission reduction commitments. Grid decarbonisation forms an important strand in the councils' achievement of carbon neutrality in 2030.
- 4.8. Routes to achieve the carbon neutral target are visualised in the following graph from the Plan:



4.9. The Plan sets out a potential pathway to achieve the carbon neutral target, with the requirement to deliver significant change and major transitions across a range of areas. It will be a great challenge, but one we must embrace.

4.10. Adur & Worthing Councils will need to actively work towards enabling the following recommendations from the action plan, set out in key areas for interventions, including:

4.10.1. energy demand reduction in existing buildings through energy efficiency measures and user behaviour, improved insulation for building fabric and glazing, gas boilers replacement, improved building energy control systems, and lighting provision;

4.10.2. switching from the use of gas-fired heating to electric systems such as heat pumps;

4.10.3. transport interventions such as switching to 100% electric vehicles, reducing journey mileage, efficient vehicle routing, and measures to promote a shift towards walking, cycling, ridesharing and public transport;

- 4.10.4. district heating for the Worthing Civic Quarter
- 4.10.5. greater uptake of renewable energy technologies such as solar photovoltaics and battery storage;
- 4.10.6. offsetting remaining emissions by promoting carbon sequestration through sustainable woodland management or other means; or investing in large-scale renewable energy generation.

5. Resources allocated to deliver the Plan

- 5.1. The councils have already made significant commitments to deliver carbon reduction, and thus are in a strong position to deliver on commitments over the forthcoming years. Resources include:
- 5.2. Financial resource
 - 5.2.1. £2,186,000 allocated in the Capital Strategy for implementing Carbon reduction across AWC's estate and vehicles 2019-23 (see paragraph 6, Finance section).
 - 5.2.2. A SALIX fund will be set up in 2020. Salix Finance provides interest-free Government funding to the public sector to improve energy efficiency, reduce carbon emissions and lower energy bills.
- 5.3. Staff Resource
 - 5.3.1. The development of a new Carbon Reduction Manager post is planned for 2020 to manage carbon reduction delivery;
 - 5.3.2. An internal Carbon Reduction Delivery Group has been established to coordinate delivery.
- 5.4. Heat decarbonisation: Worthing Civic Quarter Heat Network
 - 5.4.1. An application for funding has been submitted to the government's Heat Network Delivery Unit for funding to undertake a feasibility study for the Worthing Civic Quarter. The study would be produced in early 2020.
- 5.5. Transport decarbonisation
 - 5.5.1. A delivery group works internally to deliver the Sustainable Staff Travel Plan. This delivers decarbonisation projects associated with council business travel, such provision of the easit scheme, Donkey Bikes, cycling facilities for staff, and transitioning the fleet vehicles to low emission vehicles.

- 5.5.2. The current Fleet Replacement policy for council owned vehicles replaces end-of-life fleet with low carbon vehicles. The first 2 EV vans were purchased this year.
 - 5.5.3. AWC will be working with West Sussex County Council on their EV Strategy and programme to deliver 7,000 EV charge points across West Sussex by 2030.
- 5.6. Smarthubs: Smart Local Energy Systems (SLES)
- 5.6.1. The SLES Innovate UK funded project is due to commence 2020-22 with potential to deliver multiple projects across the AWC estate including solar photovoltaic arrays, battery storage, heat pumps and EV charging. This could substantially transform council sites.

6. Engagement and Communication

- 6.1. In the process of developing the Carbon Neutral Plan, four detailed workshops were held with relevant officers from Technical Services, Major Projects, Car Park Management, Planning, Facilities, Adur Homes, Resources and Finance. These were coordinated by the Sustainability Manager and facilitated by AECOM who consulted officers at progressive stages of plan development. Consultation with officers defined the Scope 3 emissions to be included in the plan and the buildings to be audited.
- 6.2. Extensive data was provided to AECOM on the councils' historic gas, electricity and water consumption, transport use, building condition etc. Energy audits were undertaken by AECOM of 17 key corporate buildings with the largest electricity and gas demands. Following data analysis, AECOM presented findings and engaged officers on potential solutions relevant to AWC to define how the plan could deliver carbon reduction.
- 6.3. Executive members have been updated on high level findings of the Plan. Whilst there is considerable budgetary allocation towards carbon reduction in the Capital Investment Strategy, any decisions for large scale investments not already allocated will be brought to members for approval.
- 6.4. Coordination sessions have been held at Worthing Town Hall with officers from East and West Sussex, Hampshire and Brighton & Hove, to share good practice on the process of commissioning and developing carbon plans.

7. Financial Implications

- 7.1. Contained within the capital programme report elsewhere on the agenda are capital budgets to take forward an invest to save programme of works associated with the Carbon Reduction Plan as follows:

	2019/20	2020/21	2021/22	2022/23	TOTAL
	£'000	£'000	£'000	£'000	£'000
Adur	325	-	325	325	975
Worthing	411	-	400	400	1,211
TOTAL	736	-	725	725	2,186

- 7.2. Individual proposals or groups of proposals funded from this budget will be the subject of a business case for approval by the Executive Member for Resources. If a new invest-to-save proposal is identified that cannot be accommodated within this budget, then a business case will be presented to Joint Strategic Committee and Council to seek approval for additional funds.
- 7.3. In addition to these budgets, the Councils will be undertaking a series of improvements to its own buildings and will be seeking to utilise technologies which contribute to carbon reduction. Examples of potential schemes include replacing the Town Hall/Assembly Hall boilers with new energy efficient systems (£200k), replacement of Town Hall air conditioning units in 2nd floor offices (£65k), Worthing Promenade lighting change to LED (£235k).
- 7.4. The programme also regularly includes budgets for replacement vehicles. The current policy is to replace end-of-life fleet with low carbon vehicles where possible.
- 7.5. Other capital schemes across the entire capital programme will be reviewed for compliance to the Carbon Reduction Plan, with opportunities taken to deliver more sustainable solutions.
- 7.6. In order to ensure effective and timely development of capital schemes, a Carbon Manager post will be created to develop and manage the programme. This will be funded from the capital programme.

8. Legal Implications

- 8.1. The Climate Change Act 2008 is the basis for the UK's approach to tackling and responding to climate change and imposes obligations on Local Authorities to reduce emissions of carbon dioxide and that climate change risks are prepared for. It is expected that the statutory obligations imposed on the Council will be increased in due course by the introduction of the Climate Change Act 2008 (2050 Target Amendment) Order 2019 which is currently before Parliament.
- 8.2. Section 111 of the Local Government Act 1972 enables the Council to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 8.3. AECOM have been appointed by the Councils as consultants to provide technical expertise. Their appointment followed a lawful, compliant and robust procurement exercise in accordance with Public Contract Regulations 2015 and the Council's Contract Standing Orders.

Background Papers

- [Climate Emergency ... Becoming Carbon Neutral by 2030](#), Item 10 Report to JSC 09.07.11
- Adur & Worthing Councils [Platforms for our Places](#) July 2018
- Adur & Worthing Councils [SustainableAW](#) November 2018
- [Climate Change Act 2008 \(2050 Target Amendment\) Order 2019](#)
- BEIS, 'Emissions Reduction Pledge 2020: Guidance for emissions reporting in the public and higher education sectors in England 2018-2020' (April 2018).

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Sustainability & Risk Assessment

1. Economic

- Transition to a low carbon economy is vital to provide future energy systems resilience, and to address and reduce potential impacts of climate change.

2. Social

2.1 Social Value

- By securing affordable, low carbon energy into the future, the councils protect budgets from future energy price rises, drawing less budget into council operational costs away from services delivery that benefit local communities.

2.2 Equality Issues

- The impacts of climate change are predicted to impact on all communities, but the greatest impact is predicted to impact the most vulnerable communities. It is imperative that all is done to mitigate climate change.

2.3 Community Safety Issues (Section 17)

- No impacts identified

2.4 Human Rights Issues

- The impacts of climate change are predicted to impact on all communities, but the greatest impact is predicted to impact the most vulnerable communities. It is imperative that all is done to mitigate climate change.

3. Environmental

- The key driver for the Carbon Neutral Plan is mitigate the predicted catastrophic impacts of climate change on the environment, economy and communities.

4. Governance

- The adoption of a Carbon Neutral Plan is intended to show leadership and put the councils own house in order in response to the climate emergency. This aligns with national legislation (the Climate Change Act 2008); national and regional policy, and the councils own policy.



ADUR & WORTHING
COUNCILS

Carbon Neutral Plan

Working towards the 2030 target

November 2019

Quality information

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Approved by

Matthew Turner
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Revision History

Revision	Revision date	Details	Name	Position
1	20/11/19	Draft report	Matthew Turner	Regional Director

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n/a	Y	Adur & Worthing Councils

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Executive Summary

Background and Context

On July 9th 2019, the Joint Strategic Committee of Adur & Worthing Councils declared a Climate Emergency, and committed to working towards becoming carbon neutral by 2030.

As part of this commitment, the Councils resolved to develop an evidence-based Carbon Neutral Plan that would identify the key actions and intervention measures required to set the Councils on the path to net zero carbon emissions. This work is intended to provide the Councils with an understanding of their own carbon emissions baseline and identify the steps that need to be taken to achieve the decarbonisation target by 2030.

Recommendations have been informed by carbon projections modelling, detailed energy audits, and stakeholder engagement workshops, to ensure that the Plan reflects the unique circumstances and priorities of Adur & Worthing Councils as they look towards the future.

Establishing a baseline

In line with the Department of Business, Energy and Industrial Strategy (BEIS) 'Emissions Reduction Pledge 2020' guidance,¹ for the purpose of greenhouse gas reporting, emissions are divided into three categories, referred to as Scope 1, 2 and 3. The table below provides a definition of these terms and summarises the data used in establishing Adur & Worthing Councils' baseline CO₂e emissions.

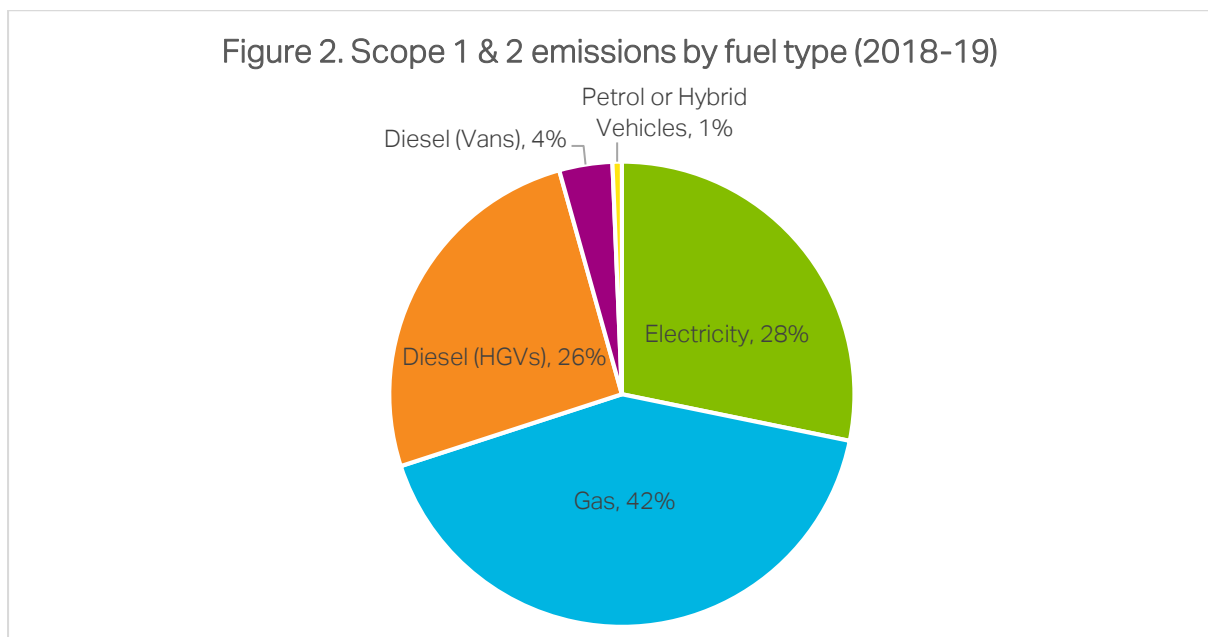
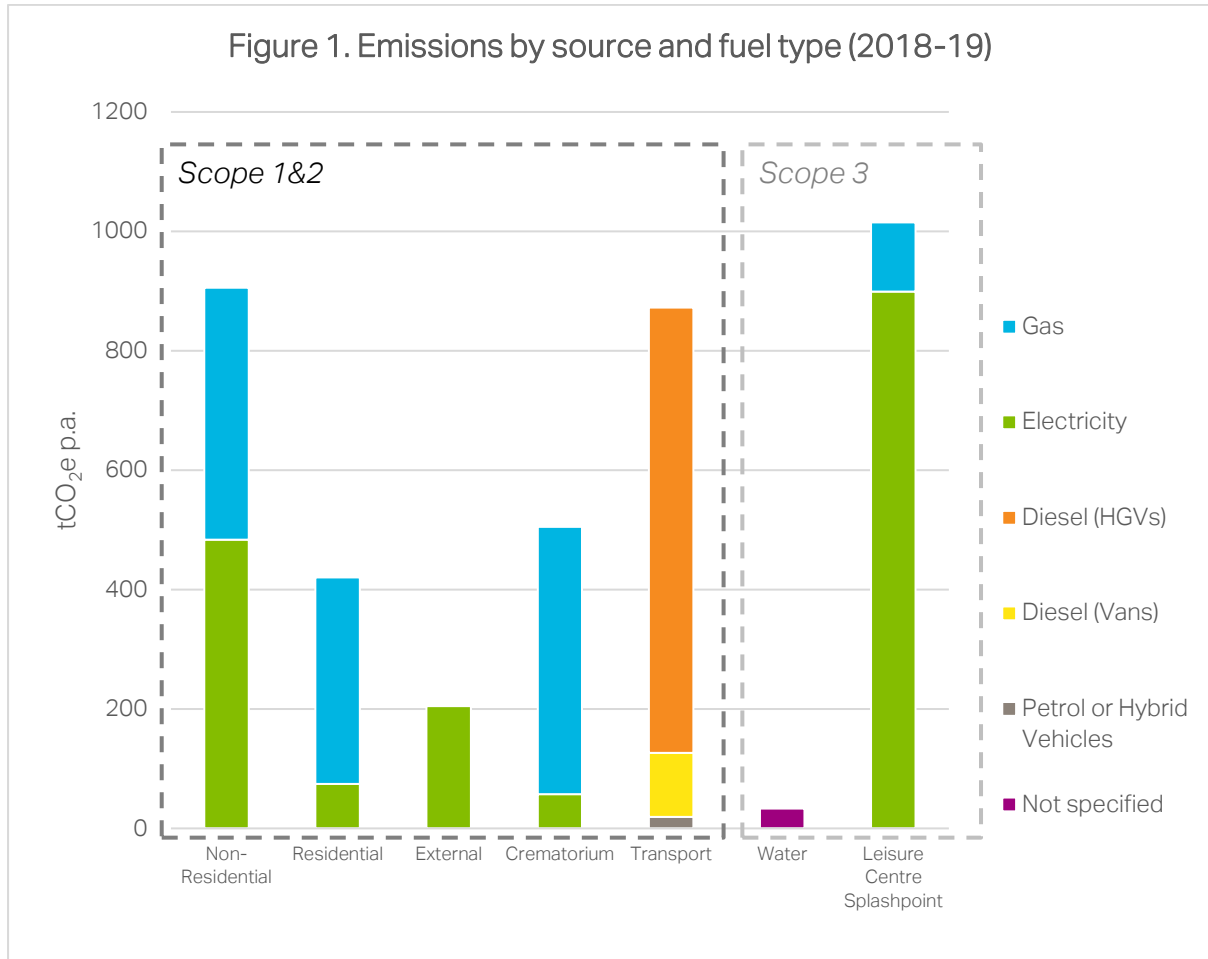
Category	Description	Data used in this analysis
Scope 1	Direct emissions from sources owned or controlled by the reporting organisation	Metered gas data (for buildings where the Councils pay the gas bills) Mileage for Council-owned vehicle fleet and pool cars, along with vehicle make/model and age
Scope 2	Indirect emissions from the generation of energy purchased by the reporting organisation	Metered electricity data (for buildings where the Councils pay the electricity bills) <i>Note that, where data was unavailable, industry standard benchmarks were used to estimate fuel consumption.</i>
Scope 3	Indirect emissions that result from other activities that occur in the value chain of the reporting organisation, either upstream or downstream.	Metered water use data [Not used] Records of business travel by the Councils' employees – insufficient detail to assess CO ₂ e emissions from this activity

Based on this information – gas, electricity, and vehicle use in the year from April 2018-March 2019 – we estimate that the current annual Scope 1 and 2 emissions are approximately 2,908 tCO₂e per annum (p.a.). Scope 3 emissions from water consumption amount to approximately 33 tCO₂e p.a. and emissions from the Worthing Leisure Centre and Splashpoint (based on 2014/15 fuel consumption) accounts for a further 1,015 tCO₂e p.a.

¹ BEIS, 'Emissions Reduction Pledge 2020: Guidance for emissions reporting in the public and higher education sectors in England 2018-2020' (April 2018). Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/745003/Guidance_note_for_voluntary_reporting-final.pdf

Note that there are additional Scope 3 emissions, such as those arising from business travel, waste, and procurement, that have not been quantified in this report due to insufficient data. In the future, Adur & Worthing Councils could consider a variety of additional data collection methods that could provide further visibility of these Scope 3 emissions.

Figures 1 and 2 below illustrate the relative contribution from different fuels, building use categories and vehicle types. (Note that emissions from the Leisure Centre and Splashpoint have been estimated using 2014-15 data, which was the most complete information available.)



Results show that gas and electricity use in buildings accounts for the majority of Scope 1 and 2 emissions (42% and 28%, respectively). The next biggest contributor is fuel use for HGVs (26%). Other vehicles such as cars and diesel vans make up for around 5%. The crematorium also represents a major source of CO₂e emissions, primarily due to the gas used for heat.

Based on available data going back to 2011/12, the Councils’ Scope 1 and 2 emissions have decreased by approximately 20% overall and 23% since 2013/14. It is important to note that the annual emissions vary significantly over time, due to a variety of factors not assessed in detail in this report. These include factors such as weather and user behaviour, but a key sensitivity is linked to changes in the Councils’ ownership or operation of buildings or provision of services. This report only considers properties both owned and operated by the Councils where they pay for the electricity and gas. As an example of the potential scale of impact this would have, if the Councils owned and operated the Worthing Leisure Centre and Splashpoint, their Scope 1 and 2 emissions would increase by around 32%.

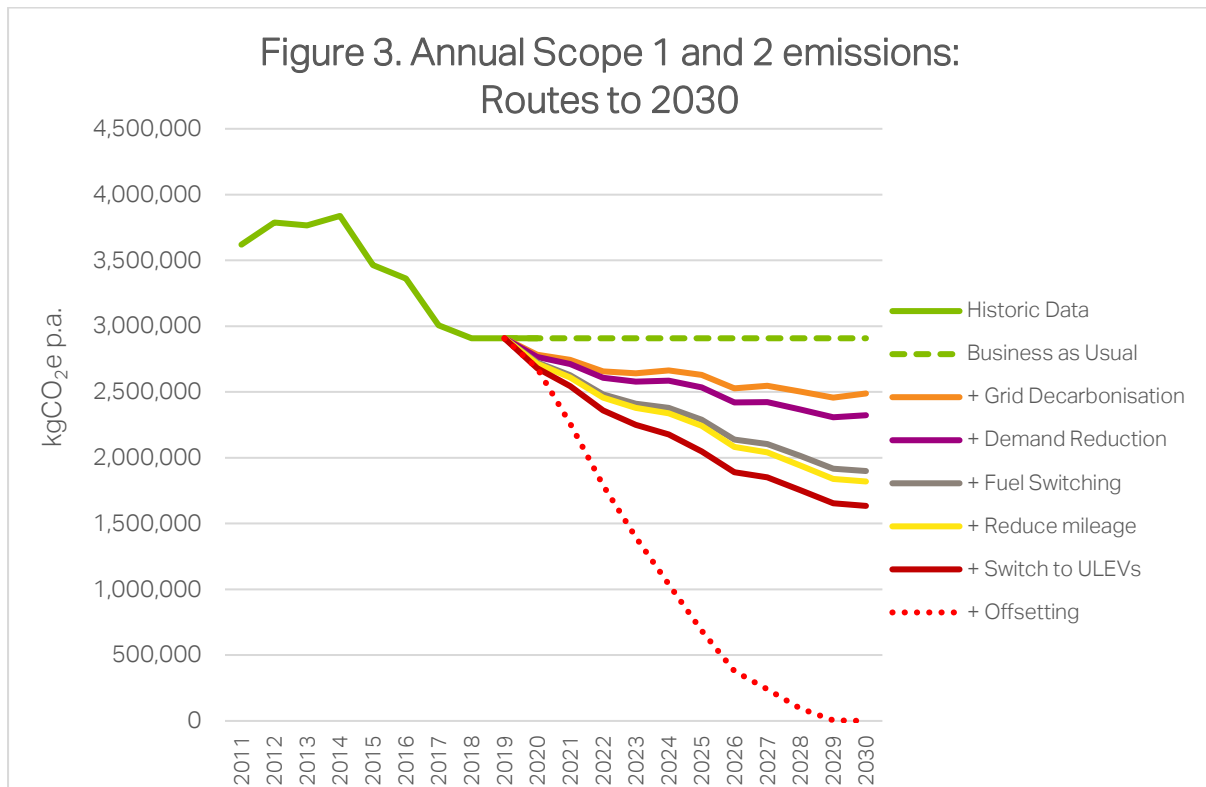
Routes to 2030

Carbon projection modelling has been carried out to assess the potential impact of a range of future trends that are expected to affect the Councils’ emissions.

This includes interventions that would be led by the Councils (e.g. switching to 100% electric vehicles), but also accounts for broader changes expected to take place on a primarily national level (e.g. decarbonisation of the national electricity grid). Other factors considered include energy demand reduction in existing buildings, switching from the use of gas-fired heating to electric systems, such as heat pumps, and reducing journey mileage, for instance, by planning vehicle routes differently, or taking measures to promote a shift towards walking, cycling, ridesharing and public transport.

It is important to note that these scenarios are *not* intended to predict actual fuel consumption or CO₂e emissions. Instead, they used to highlight key issues and support the identification of carbon reduction interventions to inform the actions and recommendations laid out in subsequent chapters of this Carbon Neutral Plan.

The cumulative impacts of these intervention measures are summarised in Figure 3 below.



This analysis indicates that the most significant carbon reductions will result from switching towards the use of electric heating systems and electric vehicles – *provided that the national electricity grid undergoes significant decarbonisation.*

Demand reduction measures (energy efficiency and behavioural change in buildings, and reduced use of transportation) have less impact when considered on their own but are crucial prerequisites for successfully switching switch towards the use of electric heating and vehicles.

For instance, energy efficiency improvements in buildings enable systems such as heat pumps to work at a higher level of efficiency. Similarly, a large-scale shift to the use of electric vehicles must be accompanied by a significant modal shift towards walking, cycling, ridesharing, and an increase in the use of public transport.

As buildings and vehicles switch away from the use of fossil fuels and towards electricity, it becomes increasingly important to ensure that electricity is supplied from renewable sources. This is important for several reasons, including reducing pressure on grid infrastructure, ensuring security of supply, and protecting consumers from rising electricity prices.

On the other hand, the shift towards the use of electricity means that the route towards becoming zero carbon is increasingly dependent on national grid decarbonisation. This leads to significant uncertainty when projecting carbon emissions but serves to reinforce the message that demand reduction and renewable energy generation should be high priorities for Adur & Worthing Councils.

The scenario testing demonstrated that, even with the most optimistic assessment of grid and transport decarbonisation and highest levels of uptake for energy efficiency measures, there will be significant residual CO₂e emissions that would require offsetting. Further work and consultation would be required to identify the most appropriate and cost-effective opportunities, but these could include:

- Investing in off-site renewable electricity generation. Note that, at present, the Councils purchase electricity that is 100% matched by wind and hydroelectric installations. Additional commitments would be required to offset emissions from all other fuel types.
- Carbon sequestration through land management, woodland creation, and tree planting. For context, as a rough estimate, offsetting the Council's current CO₂e emissions would require conversion of around 800 hectares (almost 8 square kilometres) of low-grade agricultural land to sustainably managed woodland.² As this is clearly not feasible it shows the importance of mitigating emissions as far as possible with this option used to address only the last remaining residual emissions.

Specific intervention opportunities

In order to identify specific opportunities for demand reduction measures in the Councils' own buildings, AECOM carried out building energy audits on a range of properties owned and operated by Adur & Worthing Councils.

The table below summarises the results of these audits, listing the potential intervention areas that could be considered, along with an estimate of the carbon savings that could be achieved. These estimates account for the energy efficiency improvement measures in addition to national electricity grid decarbonisation.

² Estimate based on an average of 3.56 tCO₂e / hectare of new woodland per year, based on nation-wide reporting by the UK Woodland Carbon Registry. See <https://www.woodlandcarboncode.org.uk/uk-woodland-carbon-registry> for more information.

Table 1. Results of building energy audits

Cells highlighted in green indicate that a measure is considered suitable for the specific building listed.

	HVAC & lighting plant								Fabric			Control systems					PV			Other			Results		
	Heat pump replacing boilers or New boilers	Workshop infrared heating	Ventilation heat recovery	Overdoor air curtains	Plantroom insulation	Potential district heating	Variable speed pumps	Lighting upgrade	Glazing repair	Secondary glazing	Loft insulation	BMS temperature review	BMS timeclock review	BMS installed	Server room cooling level	Equipment on timer control	Roof PV	Car park PV	Non-gas cremators	Grey water heat recovery	Rainwater harvesting	Current CO2 emissions per year in 2030 (tonnes)	Estimated max. carbon reduction by 2030	Est. potential CO2 emissions per year in 2030 (tonnes)	
Town hall	Green	Green				Green			Green			Green	Green							Green	187	55%	85		
Portland house	Green	Green				Green		Green	Green												52	54%	24		
Sheltered housing	Green	Green			Green								Green								295	84%	46		
MSCPs																	Green				19	100%	0		
Crematorium				Green		Green												Green			473	41%	280		
Shoreham centre	Green						Green				Green	Green		Green	Green					Green	60	57%	26		
Commerce way	Green	Green	Green					Green		Green				Green			Green				52	77%	12		
Assembly hall	Green					Green					Green	Green								Green	77	65%	27		
Museum	Green	Green				Green			Green			Green	Green							Green	46	74%	12		
Leisure centre	Green		Green														Green		Green	Green	202	99%	3		
Total																					1,463	65%	515		

In total, the above measures could potentially save up to 749 tCO₂e per annum (Scope 1 and 2 only), which is equivalent to roughly one quarter of the 2018/19 baseline.

Further reductions could potentially be achieved by introducing a district heat network within the Councils' Civic Quarter. This report provides an overview of the practicalities that would be involved in such a project, along with a discussion of the potentially significant benefits.

Priority areas and action plan

This work highlights that there is considerable uncertainty in the trajectory to 2030, and that there will be significant challenges in reducing energy demands and offsetting any remaining CO₂e emissions. Adur & Worthing Councils will need to actively work towards enabling the following:



In buildings, it will be necessary to reduce heat and power demands through fabric efficiency improvements and behavioural change. In addition to investing in the existing building stock, this means ensuring that any future development achieves a high standard of energy efficiency in order to minimise any increase in fuel consumption. Long term, all buildings will need to switch from gas / fossil fuels to low and zero carbon heat sources.



Uptake of low and zero carbon (LZO) technologies and battery storage within the Councils' own stock will reduce reliance on fossil fuels, reduce pressure on existing utility infrastructure, improve security of supply, and mitigate against price fluctuations.



A transformation in the **transport** sector must take place, which would replace all existing vehicles with low and zero emission vehicles. In addition, it will be necessary to reduce vehicle use / mileage through behavioural change and modal shift.



A key challenge for Adur & Worthing Councils is the fact that much of the **emissions from vehicles are due to HGVs**, and due to technological factors, it is less certain that zero emission models will become commercially available by 2030. This suggests that careful route planning and other marginal efficiency improvements should be introduced to reduce HGV mileage as much as possible.



In order to **offset any remaining CO₂e emissions**, the Councils will need to explore additional measures, such as promoting carbon sequestration through sustainable woodland management or investing in large-scale renewable energy generation. It is important to note, however, that carbon offsetting is not enough to achieve the net zero target on its own – success relies on maximising demand reduction and renewable electricity generation as a high priority.

The detailed recommendations from the study are set out in an action plan which aims to support the Councils in delivering the intervention measures required to realise their carbon neutral ambition. The recommendations cover the following areas: General actions; Supporting grid decarbonisation; Demand reduction; Low carbon heating systems; Building integrated renewable energy generation and storage; Low carbon transport; Offsetting; and Scope 3 emissions. Consideration is given to measures that could impact CO₂e emissions within the Councils' own operations, as well as emissions from the wider the Local Authority areas.

Conclusion

The results of this analysis show that the route towards becoming carbon neutral will require a strong level of ambition and commitment, backed up by significant interventions and investment across Adur & Worthing Councils' operations. Although the study shows that meeting the carbon neutral ambition will rely upon some factors outside of the Councils' control, such as the decarbonisation of the grid and availability of key technology, the fundamental steps required to deliver the net-zero target are clear and with strong leadership from the Councils these can be set into action now.

1. Introduction and context

1.1 Adur & Worthing's Climate Emergency Declaration

On July 9th 2019, the Joint Strategic Committee of Adur & Worthing Councils declared a Climate Emergency, and committed to working towards becoming carbon neutral by 2030.

As part of this commitment, the Councils resolved to develop an evidence-based Carbon Neutral Plan that would identify the key actions and intervention measures required to set the Councils on the path to net zero carbon emissions within the next decade.

1.2 Purpose of this study

AECOM has been commissioned to support Adur & Worthing Councils in producing this Plan. This work is intended to provide the Council with an understanding of their carbon emissions baseline and identify the steps that need to be taken to achieve the decarbonisation target by 2030.

The recommendations in this Carbon Neutral Plan have been informed by carbon emissions modelling that accounts for key technological trends and policy changes that are expected to take place at national, regional and local levels over the coming decades. It also draws on detailed energy audits of the Councils' own building stock. Proposed actions have been developed through engagement with local stakeholders, to ensure that the Plan reflects the unique circumstances and priorities of Adur & Worthing Councils as they look towards the future.

1.3 Drivers for achieving Net Zero Emissions

A selection of targets, policies and initiatives aimed at reducing CO₂e emissions are described below, particularly those related to decarbonising heat, energy and transportation in Adur & Worthing.

Although it is not possible to fully capture the wide range of environmental, social, and economic drivers for taking action to address the threat of climate change, these are some of the key drivers that have been used to inform the analysis that underpin this Carbon Neutral Plan.

National

UK Climate Change Act 2008

The Climate Change Act 2008 legally commits the UK Government to reducing emissions by 80% by the year 2050, compared with a 1990 baseline. As described by the UK Committee on Climate Change (CCC), *'The Act provides the UK with a legal framework including a 2050 target for emissions reductions, five-yearly 'carbon budgets' (limits on emissions over a set time period which act as stepping stones towards the 2050 target), and the development of a climate change adaptation plan.'*³

Going forward, the Government has suggested increasing the level of ambition of this commitment by becoming carbon neutral by 2050.⁴

The Paris Climate Agreement

The UK ratified the Paris Climate Agreement in November 2016. The Agreement's central aim *'is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2° Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5° Celsius.'*⁵

³ <https://www.theccc.org.uk/tackling-climate-change/the-legal-landscape/>

⁴ <https://www.gov.uk/government/news/pm-theresa-may-we-will-end-uk-contribution-to-climate-change-by-2050>

⁵ <https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

Building Regulations (Part L)

Part L of Building Regulations is the key mechanism that prescribes standards for the conservation of fuel and power in buildings in the UK, based on metrics such as the estimated level of energy demand and CO₂e emissions. At the time of writing, the Ministry of Housing, Communities and Local Government (MHCLG) has recently released a consultation on proposed Future Homes Standards, that would significantly reduce emissions from new domestic buildings in the UK.⁶

The Clean Growth Strategy (2017)

The UK Clean Growth Strategy⁷ was published in October 2017 and sets out the Government's vision for decoupling economic growth from carbon emissions. It includes objectives for increasing generation of energy from renewable sources, increasing the delivery of clean, smart and flexible power and accelerating the shift to low carbon transport, smart grids and energy storage.

The Road to Zero (2018)

The Road to Zero report,⁸ published in July 2018, sets out the Government's core mission to *'put the UK at the forefront of the design and manufacturing of zero emissions vehicles and for all new cars and vans to effectively be zero emission by 2040.'* The strategy furthers the ambitions of the NO₂ plan⁹ and Clean Growth Strategy in defining key policies with primary focus upon introduction of low and zero emission vehicles, with the aim that *'at least 50%, and as many as 70%, of new car sales and up to 40% new van sales being ultra low emission by 2030. By 2050 we want almost every car and van to be zero emission.'*

The Government has stated that local action will be supported through new policies, including provision of funding to extend ultra low emission bus schemes and taxi charging infrastructure. Ongoing goals to encourage uptake of clean new vehicles will be backed by developing electric vehicle infrastructure, offering funds and grants for provision of electric charge points. With zero emission vehicle design and manufacture ambition, particularly in research of next generation battery technologies, to similarly promote uptake.

Regional

South2East Local Energy Strategy (2018)

The South2East Energy Strategy¹⁰ was developed by three Local Enterprise Partnerships (LEPs), which are joint private / public organisations intended to drive economic growth in a broad geographic area encompassing Adur & Worthing. The Strategy outlines a vision for achieving clean growth through the year 2050, with a focus on the power, heat and transportation sectors.

It highlights several key opportunities for the region, including:

- Significant renewable energy potential, especially solar, wind, energy from waste and landfill gas;
- Rich natural assets (including a high proportion of woodland); and
- Large amounts of planned new development within the region, offering opportunities for deployment of smart, integrated, sustainable energy system models.

⁶ BEIS, *'The Future Homes Standard Consultation'* (2019). Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843757/Future_Homes_Standard_Consultation_Oct_2019.pdf

⁷HM Government *'Clean Growth Strategy'* (2017). Available at: <https://www.gov.uk/government/publications/clean-growth-strategy>

⁸ HM Government, *'The Road to Zero: Next steps towards cleaner road transport and delivering our Industrial Strategy'* (2018) Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739460/road-to-zero.pdf

⁹Air quality plan for nitrogen dioxide (NO₂) in UK (2017) <https://www.gov.uk/government/publications/air-quality-plan-for-nitrogen-dioxide-no2-in-uk-2017>

¹⁰ Energy South2East, *'South2East Local Energy Strategy'* (2018). Available at: <https://www.southeastlep.com/app/uploads/2019/03/Local-Energy-Strategy-FINAL.pdf>

West Sussex County Council

The West Sussex County Council has produced an Energy Strategy and Action Plan to address key issues relating to energy in West Sussex, chief among which are security, affordability and sustainability. The documents provide a framework for the County Council to reduce energy demands and increase uptake of renewable technologies.

West Sussex County Council is also in the process of developing an Electric Vehicle Strategy (draft 2019). This states the ambition to ensure that at least 50% of all registered vehicles within the County are ultra low emission or electric (ULEV) by 2030, with an aspirational target of reaching 70% by that time. The Strategy further states that the West Sussex County Council will seek to ensure that sufficient charging infrastructure is installed to enable this shift, and that all charging points are supplied with 100% renewable energy.

SMARTHUBS

West Sussex County Council is one of the main partners in Project SMARTHUBS. This initiative will see Adur & Worthing Councils working in collaboration with private sector partners to deliver new smart, local energy systems in West Sussex, with a particular focus on the Adur and Worthing area.

Some of the key aims of the project are to increase the amount of renewable electricity generated using solar photovoltaic (PV) systems, and use this in combination with battery storage to power both domestic and commercial heat pumps. Notably, this will include the development of a district heat network (DHN) in the Shoreham Port area, which would provide customers with low carbon source of energy for heating.

Other SMARTHUBS projects will focus on delivering sustainable transport in the area, by linking solar PV arrays and battery storage to new electric vehicle charging infrastructure and investigating opportunities to power vehicles using hydrogen gas.

Local

Platforms for Our Places

This programme¹¹ identifies opportunities to improve quality of life in Adur & Worthing by considering five key platforms *'upon which happy, healthy, prosperous, innovative, dynamic and sustainable communities can thrive.'*

As part of this initiative, the Councils have made several commitments aimed at reducing emissions and shifting to clean energy across their estates. These include, but are not limited to:

- Developing a detailed understanding of the Councils' emissions, along with a strategy to save energy and reduce emissions;
- Retrofitting built infrastructure to improve environmental efficiency across corporate buildings and social housing stock; and
- Delivering further clean, renewable energy on Council buildings and sites, including a programme of solar photovoltaic (PV) installations.



Sustainable AW

Building on the commitments made by Adur & Worthing Councils as part of Platforms for our Places, Sustainable AW is an initiative designed to address a wide range of



¹¹ <https://www.adur-worthing.gov.uk/media/media,151817,en.pdf>

environmental issues. These include biodiversity, carbon reduction, energy, transport, waste reduction and water.

The Council has already taken steps to reduce its environmental impact, including but not limited to:

- Sourcing renewable energy through their electricity contract
- PV installations on Portland House and Shoreham Centre
- Ground-source heating at the crematorium
- Ongoing LED lighting replacement across the estate

Units for greenhouse gas emissions reporting: CO₂e

A carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO₂e). The carbon dioxide equivalent (CO₂e) allows the different greenhouse gases to be compared on a like-for-like basis relative to one unit of CO₂. CO₂e is calculated by multiplying the emissions of each of the six greenhouse gases by its 100 year global warming potential (GWP).

A carbon footprint considers all six of the Kyoto Protocol greenhouse gases:

Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs) and Sulphur hexafluoride (SF₆).

- Carbon Trust, 'CTV043 Carbon Footprinting' (July 2019)

2. Where we are: The carbon emissions baseline

2.1 Scope of the analysis

For the purpose of greenhouse gas reporting, emissions are divided into three categories:

- **Scope 1** – Direct emissions from sources owned or controlled by the reporting organisation. This primarily includes fuel used in boilers to provide heating and hot water and fuel used in vehicles. In the case of the Council's own emissions, this is limited to buildings and vehicles where the Council is responsible for paying the for the fuel.
- **Scope 2** – Indirect emissions associated with the use of electricity purchased by the Council
- **Scope 3** – Indirect emissions that result from other activities that occur in the value chain of the reporting organisation, either upstream or downstream. This includes emissions associated with buildings and services linked to the Council but where it is not responsible for paying the fuel bills, for example leased properties, the leisure centres and the waste management system.

The baseline for the Council's emissions include Scope 1, 2 and some Scope 3 emissions. In the future, additional data collection could be undertaken to better understand the Councils' Scope 3 emissions. These would include, for instance, emissions from business travel (using non-Council owned vehicles), waste disposal, and procurement.

2.2 Carbon emissions in 2018/19

Based metered gas and electricity consumption and recorded vehicle use we estimate that the annual Scope 1 and 2 emissions were approximately 2,908 tCO₂e in the year from April 2018-March 2019. Scope 3 emissions from water consumption amount to approximately 33 tCO₂e p.a. and emissions from the Worthing Leisure Centre and Splashpoint¹² accounts for a further 1,015 tCO₂e p.a.

Table 1 presents a breakdown of the Councils' emissions by category and fuel type, and the results are illustrated in Figures 1 and 2.

	Buildings		Transport			Water	TOTAL	
	Electricity	Gas	Diesel (HGVs)	Diesel (Vans)	Petrol or Hybrid Vehicles	Fuel not specified	Total	% of total
Non-residential	484	422	-	-	-	-	905	31%
Residential	75	346	-	-	-	-	420	14%
External	205	-	-	-	-	-	205	7%
Crematorium	57	448	-	-	-	-	505	17%
Transport		-	746	107	19	-	873	30%
Total Scope 1 & 2	820	1,215	746	107	19	-	2,908	
<i>% of total*</i>	<i>28%</i>	<i>42%</i>	<i>26%</i>	<i>4%</i>	<i>1%</i>	-		

Water consumption		-	-	-	-	33	33	N/a
Leisure Centre & Splashpoint	899	116	-	-	-	-	1,015	N/a
Total Scope 3	899	116	-	-	-	33	1,048	N/a

Table 1: Adur & Worthing Council Scope 1 and 2 CO₂e emissions

* Values may not sum due to rounding.

¹² Note that emissions from the Leisure Centre and Splashpoint have been estimated using 2014-15 data.

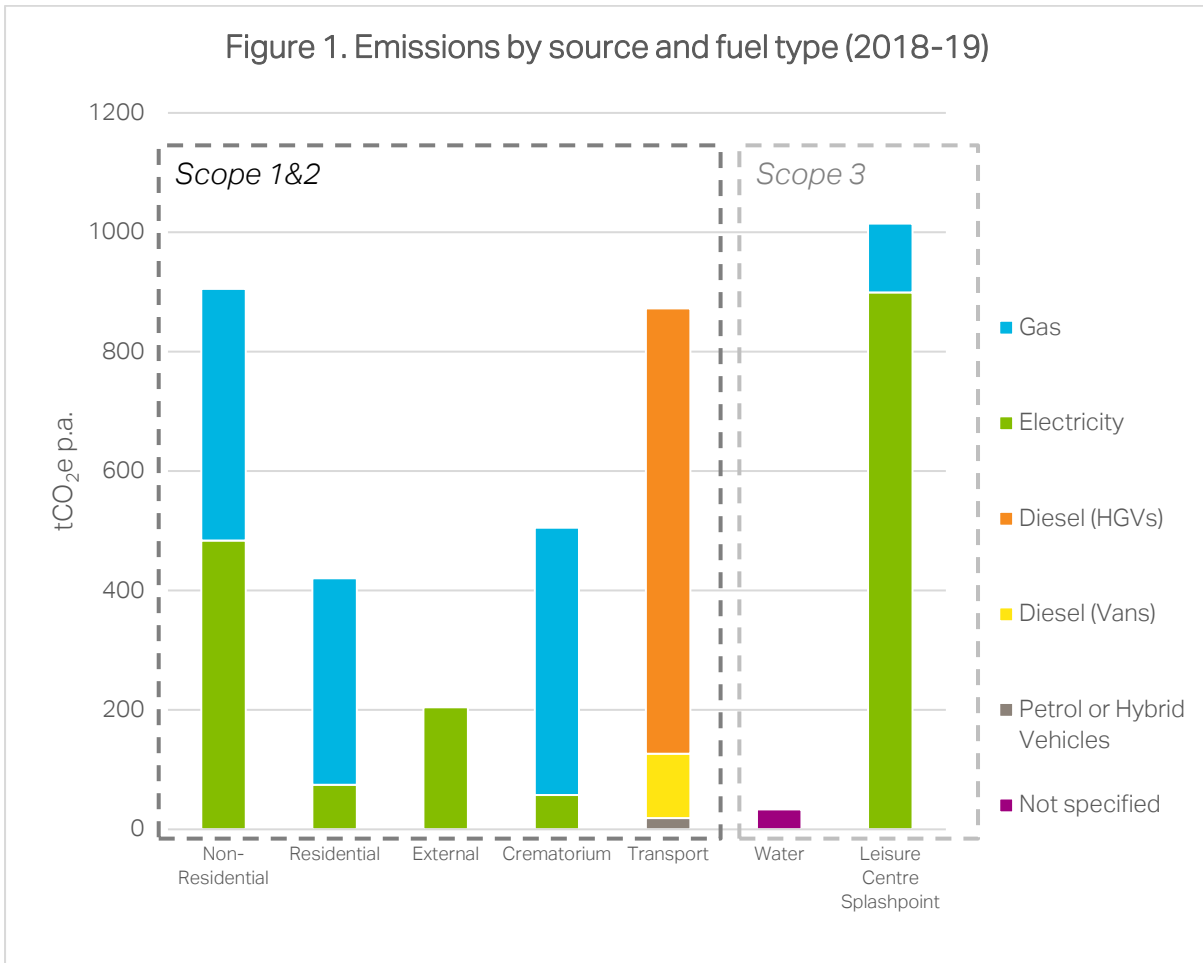


Figure 1. Emissions by source and fuel type (2018/19)

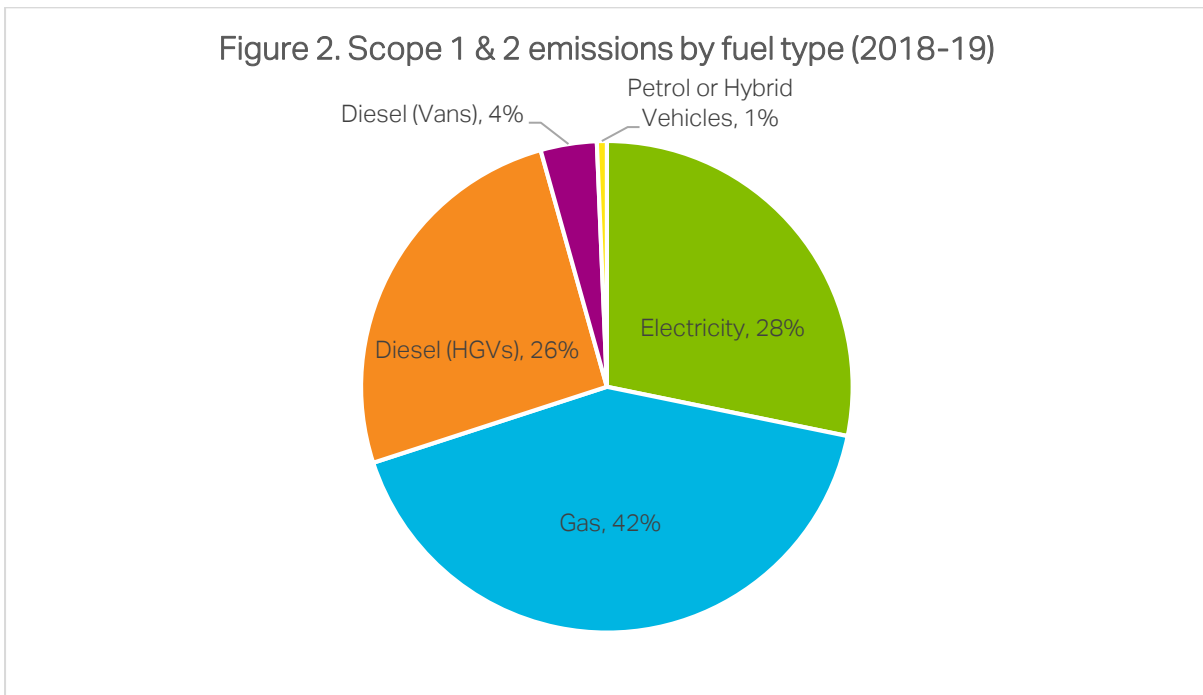


Figure 2: Scope 1 and 2 CO₂e emissions by fuel type (2018/19)

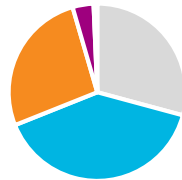
Results show that gas and electricity use in buildings accounts for the majority of Scope 1 and 2 emissions (42% and 28%, respectively). The next biggest contributor is fuel use for HGVs (26%). Other

vehicles such as cars and diesel vans make up for around 5%. The crematorium also represents a major source of CO₂e emissions, primarily due to the gas used for heat.

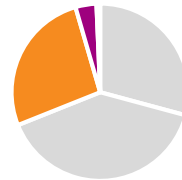
Based on available data going back to 2011/12, the Councils’ Scope 1 and 2 emissions have decreased by approximately 20% overall and 23% since 2013/14. It is important to note that the annual Scope 1 and 2 emissions vary significantly over time, partly as a result of the decarbonisation of electricity supplied by the national grid but also due to a variety of factors not assessed in detail in this report. These include factors such as weather and user behaviour, but a key sensitivity is linked to changes in the Councils’ ownership or operation of buildings or provision of services. As an example of the potential scale of impact this would have, if the Councils owned and operated the Worthing Leisure Centre and Splashpoint, their Scope 1 and 2 emissions would increase by around 36%.

2.3 Implications for the Action Plan

Considering the breakdown of Adur & Worthing Councils’ current CO₂e emissions, the Action Plan will need to include targeted intervention measures that contribute towards the following goals:



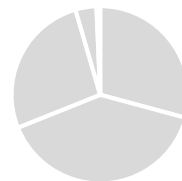
Reduce electricity demands and use renewable electricity



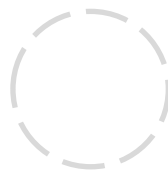
Reduce heating demands and phase out natural gas



Switch to ULEV cars / vans and reduce demand for transport



Investigate options for reducing HGV emissions



Seek to understand and reduce Scope 3 emissions

However, the 2018/19 baseline essentially provides a ‘snapshot’ view of priorities for Adur & Worthing Councils. In order to gain a better understanding of the potential changes over time, high-level modelling has been carried out to project carbon emissions to 2030.

The aim is to show the relative scale and direction of changes that could affect the Councils’ CO₂e emissions in the years ahead and show a range of potential routes towards achieving the decarbonisation target.

3. Routes to Net Zero: Projections to 2030

3.1 Modelling approach

The analysis presented in this report considers interventions that would be led by the Councils (e.g. switching to 100% electric vehicles), but also accounts for broader trends expected to take place on a primarily national level (e.g. decarbonisation of the national electricity grid). Key assumptions are outlined below. The methodology is described in detail in Appendix A.

- National electricity grid decarbonisation** – The emission factor for grid electricity is expected to fall progressively over time, as it will be generated using less fossil fuel and more renewable energy. This analysis considers the impact of a grid decarbonisation trajectory published by BEIS for use in organisational CO₂e emissions reporting and projections, which is illustrated in Figure 3.¹³ Although not a prediction, the trajectory reflects the ambitions set by the Government and seen as necessary to meet the UK's carbon emission reduction commitments.

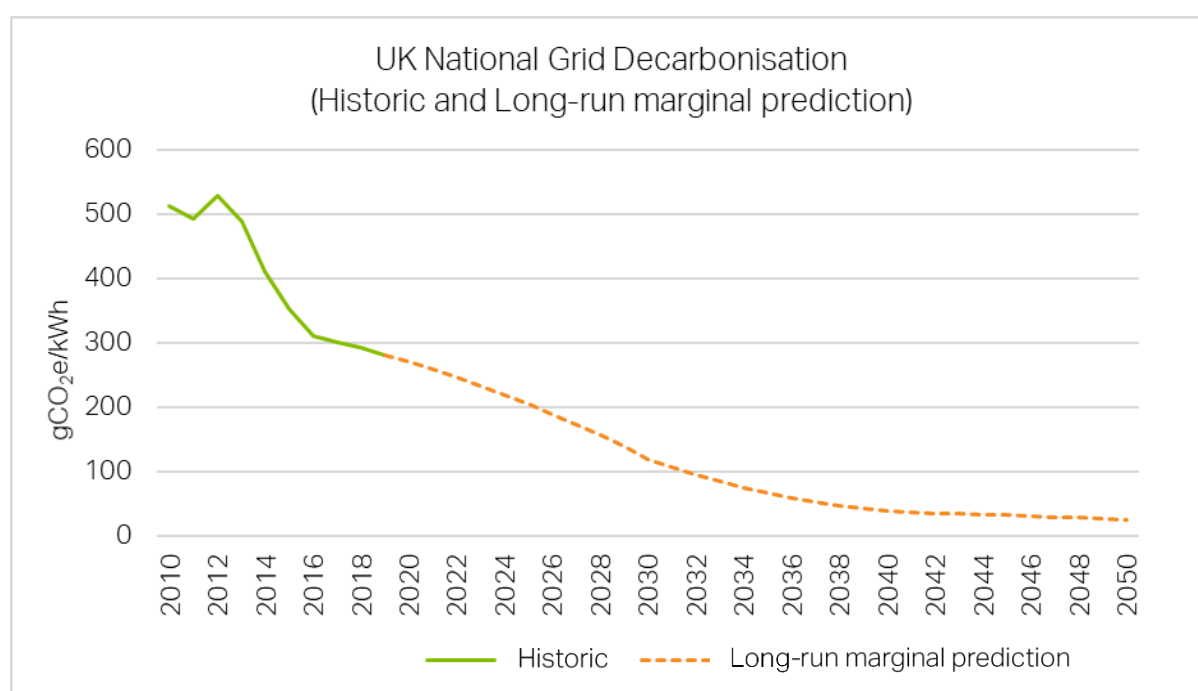


Figure 3: Historic and Long-run marginal grid decarbonisation

- Energy demand reduction** through energy efficiency measures and behaviour change – Based on statistics provided in the UK National Energy Efficiency Database¹⁴ we have assumed that fabric upgrades could reduce demand for heating by around 10%, and that electricity use could decrease by around 5% through a combination of behavioural change measures and smart energy management.
- Switching from the use of gas-fired heating to electric systems** – Based on metered gas data, and accounting for differences in the typical performance of gas boilers, direct electric heating, and heat pumps, we have estimated the fuel use if the total 2018/19 heating requirements were met by these technologies.

¹³ BEIS, 'Green Book Supplementary Guidance: Toolkit for valuing changes in greenhouse gas emissions, Table 1' (2019). Available at: <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

¹⁴ NEED, 'Summary of Analysis, Great Britain' (2019). Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812561/National_Energy_Efficiency_Data_Framework_NEED_report_summary_of_analysis_2019.pdf

- **Reducing demand for transport** – Based on case studies of mileage reduction in similar organisations, we have assumed that a 10% reduction in mileage could be achieved, for instance, by using smart route planning, or taking measures to promote a shift towards walking, cycling, ridesharing and public transport.¹⁵ Due to technological obstacles, we have assumed that HGV emissions reductions will be capped at 15%.
- **Uptake of Ultra Low Emission Vehicles (ULEVs)** in the Councils' vehicle fleet and pool cars – In line with assumptions made by the Department for Transport's 'Road to Zero' report, we have assumed that ULEV uptake will increase rapidly in the coming decade and therefore aside from HGVs, all vehicles operated by Adur & Worthing Councils could be ultra-low emission (powered either by hydrogen or electricity) by 2030.

The model assumes that, in a hypothetical 'No Action' or 'Business as Usual' scenario, no actions are taken to reduce emissions, there is no change to the Councils' building portfolio or vehicle fleet, fuel consumption remains steady, and total CO₂e emissions do not change over time.¹⁶ This is used as a baseline for assessing the cumulative impacts of the intervention measures.

It is important to note that these scenarios are *not* intended to predict actual fuel consumption or CO₂e emissions. Instead, the analysis highlights priority measures for reducing emissions, which has been used to inform the actions and recommendations laid out in the Action Plan in Section 4.

3.2 Carbon emissions projections

The graphs below show historic emissions for the Councils, along with a hypothetical 'BAU' trajectory. The other routes to net zero show the cumulative impact of sequentially adopting measures to:

1. Reduce energy demands in buildings
2. Switch from gas boilers to efficient electric heating systems
3. Reduce vehicle mileage
4. Switch from petrol and diesel vehicles to ULEV (electric or hydrogen) vehicles

Finally, a trajectory to net zero is modelled based on user inputs which illustrate the amount of low and zero carbon (LZC) electricity generation or carbon offsetting that would be required to meet the target.

¹⁵ Department for Transport and Energy Savings Trust 'Mileage Management – A Guide For Fleet Managers' (2015). Available at: https://www.energysavingtrust.org.uk/sites/default/files/reports/4548_EST_A4_mileage_mmt_4.pdf

¹⁶ In reality CO₂e emissions depend on many variables, including economic trends, energy prices, and weather, to name only a few. For example, see National Grid 'Future Energy Scenarios' (2019). Available at: <http://fes.nationalgrid.com/fes-document/>

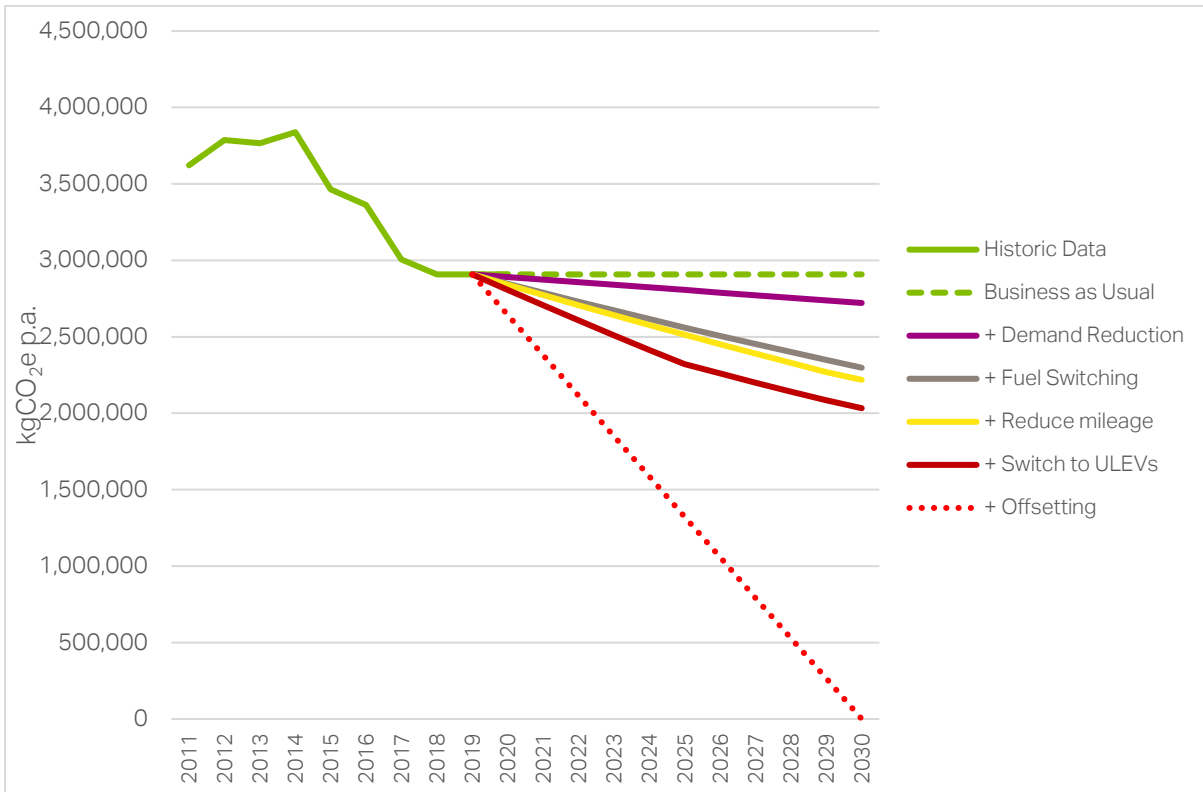


Figure 4: Scope 1 and 2 emissions –No change to electricity grid emissions

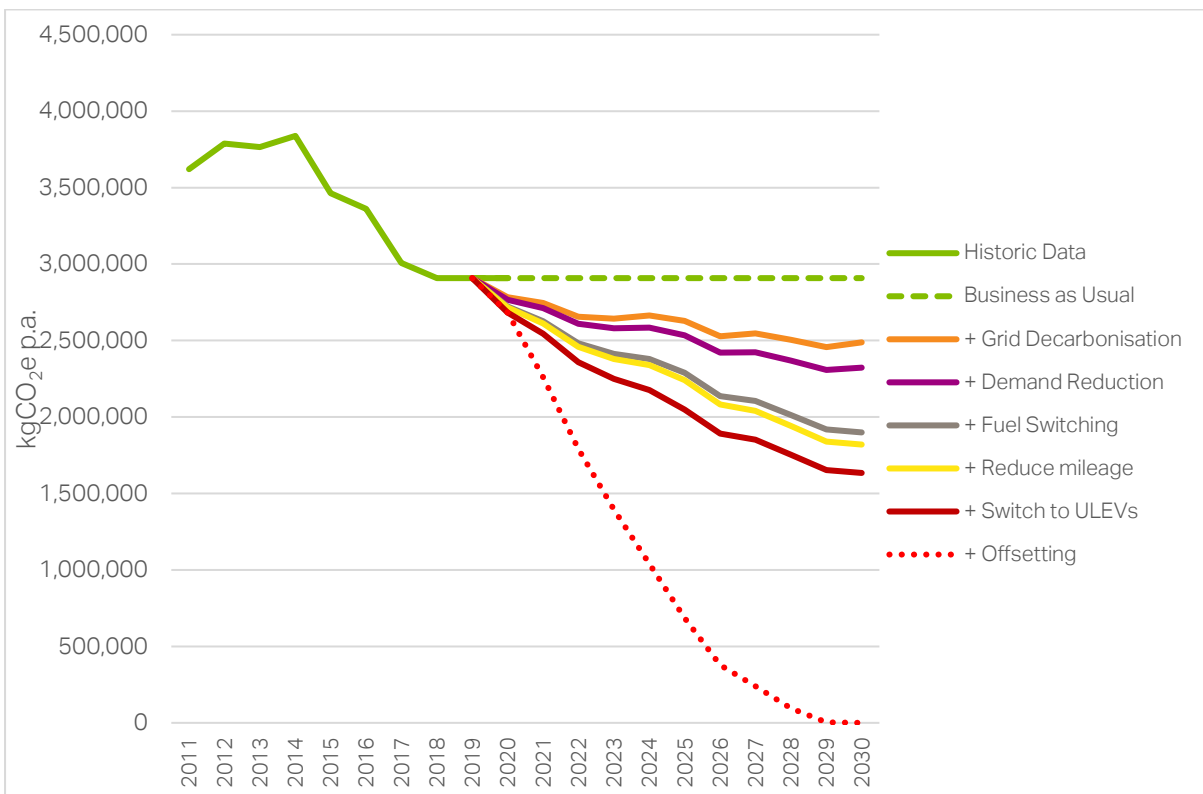


Figure 5. Scope 1 and 2 emissions –Accounting for grid decarbonisation

Figure 4 shows the potential CO₂e reductions that could be achieved assuming that there is no change in the national electricity grid. In this scenario, if all measures (excluding renewables and offsetting) are adopted, this would reduce Scope 1 and 2 emissions by 30% by 2030. The residual emissions (2,032 tCO₂e p,a.) would need to be made up for through renewable electricity generation and carbon offsetting. For context, this would require around:

- 11 MW of ground-mounted PV (i.e. solar farms totalling around 55-60 acres of land); or
- 4 MW of large-scale onshore wind (2-4 large turbines); or
- Approximately 575 hectares of new woodland.

By contrast, Figure 5 shows what would happen using the same assumptions, assuming the electricity grid decarbonises at the rate suggested by the BEIS Green Book Guidance.

In this scenario, if all measures (excluding renewables and offsetting) are adopted, this would reduce Scope 1 and 2 emissions by 44% by 2030. The residual emissions (1,634 tCO₂e p,a.) would need to be made up for through renewable electricity generation and carbon offsetting.

However, because the CO₂e savings from renewable technologies are measured by the amount of grid electricity that they displace, as the grid decarbonises, it becomes progressively more difficult to reduce net emissions in this way. Therefore, based on the projected 2030 CEFs, offsetting this amount of CO₂e would require

- 17 MW of ground-mounted PV (85-90 acres of solar farm); or
- 6 MW of large-scale onshore wind (3-6 large turbines); or
- Approximately 460 acres of new woodland – note that sequestration rates do not depend on grid emission factors as the mechanism for CO₂e reduction is different.

This emphasises the fact that grid decarbonisation and offsetting will not be enough for Adur & Worthing to achieve their 2030 target – it must be supported by strong actions to reduce demand for fuel in buildings and transportation.

Impact of grid decarbonisation

A comparison of these results shows that grid decarbonisation is one of the most important variables that will determine whether the Councils are able to meet their target. This has both positive and negative implications. On one hand, if the BEIS decarbonisation scenario were to occur, the Councils' Scope 1 and 2 emissions could decrease by up to 14% even if no other actions were taken. On the other hand, this presents a key risk, because it means that much of the reliance on achieving the net zero target will rely on factors outside of the Councils' control.

To address and mitigate this risk, consideration must be given to how the Council can best facilitate the government's objectives in decarbonising the grid as well as what measures it can take to best insulate itself from the eventuality that grid decarbonisation does not happen as quickly and/or as deeply as the Government intends.¹⁷

Reducing demands for electricity and heating

The demand reduction measures modelled in this report have relatively little impact when considered on their own, offering savings of around 6% of total Scope 1 and 2 emissions. The analysis uses a

¹⁷ Although there has been significant progress in this area in recent years, future decarbonisation is anticipated to be much more difficult to achieve. To date, the decarbonisation of the national grid has been primarily achieved through the significant reduction in the use of coal fired power stations and the increase in the use of renewable technologies, particularly large-scale wind and biomass (where it is used for co-firing in power stations). However, the use of gas remains a significant component of the generation mix and the timely replacement of the existing nuclear fleet is already proving to be challenging. Furthermore, significant additional pressures from the use of electricity to provide heating and power vehicles may incentivise firm power generation from fossil fuel sources to deal with greater peaks in demand.

conservative estimate of the potential reduction in demand that could be achieved; this suggests the need for a more ambitious programme of energy efficiency improvements.

Furthermore, demand reduction is a crucial prerequisite for successfully switching towards the use of electric heating and vehicles. For instance, energy efficiency improvements in buildings enable systems such as heat pumps to work at a higher level of efficiency. Similarly, a large-scale shift to the use of electric vehicles must be accompanied by a significant modal shift towards walking, cycling, ridesharing, and an increase in the use of public transport.

One of the key obstacles to achieving this would likely be the absence of a policy driver that requires energy efficiency upgrades to existing buildings. The Minimum Energy Efficiency Standards (MEES) regulations are intended to drive progressive improvements in the existing stock but the impact this will have is not yet clear. Therefore, it will be important to identify any potential sources of funding to implement this measure. Adur & Worthing Councils could also consider lobbying the Government to promote additional regulations in this area.

Minimum Energy Efficiency Standards

Under the MEES regulations, as of 1st April 2018, any properties newly rented out in the private sector must have a minimum Energy Performance Certificate (EPC) rating of E (some exceptions apply). Fines will be applied for non-compliance.

Owners of buildings with a lower EPC rating will be required to implement energy efficiency measures, though consideration will be given to financial viability, the anticipated payback time and impacts on property value.

Over time, the Government intends to progressively increase the minimum EPC rating, meaning that buildings must become more efficient in order to be sold or rented. A recently-published consultation proposed that the minimum rating should be raised to B by 2030, subject to actions meeting a seven-year payback test.

- BEIS, *'The Non-Domestic Private Sector Minimum Energy Efficiency Standards: The Future Trajectory to 2030'* (2019)

It is important to note that there are important reasons other than CO₂e which support refurbishing the existing stock. Fabric and building services efficiency improvements can help to protect consumers against changes in fuel prices, mitigate fuel poverty and improve health, wellbeing and comfort.

Similarly reducing vehicle mileage, if accompanied by increased walking and cycling, can also improve health. Alongside this ULEVs will have significant benefits in relation to improvements in air quality.

Phasing out natural gas

Unlike electricity, which can be generated from a range of renewable technologies, natural gas is a fossil fuel which unavoidably emits CO₂e during combustion. In order to meet the net zero target, it will therefore be crucial to phase out the use of gas, because the scale of investment that would be required to offset these emissions would be significant.

The two main options for achieving this, based on currently available technologies, are to (1) reduce the total demand for heat and (2) switch to using electric heating systems such as direct electric heating (DEH) or heat pumps.¹⁸ This would have the effect of reducing the Council's emissions by up to 20%, depending on the technology used. As the electricity grid decarbonises, the savings would increase, so fuel switching (with necessary enabling works) could potentially result in a 35% decrease in emissions by 2030.

Heat networks have also been identified by the Government as a key component of the move to decarbonise the supply of heat. A heat network involves the centralised generation of heat to serve

¹⁸ It may be possible to decarbonise the gas grid by injecting it with biomethane or hydrogen, but this would require a technological step-change and has therefore not been considered given the timeframe for the Councils to reach net zero.

multiple buildings. Future heat networks will need to deliver low or zero carbon heat and therefore are likely to utilise heat pump technology or waste heat sources. The advantage of a heat network is that a single project can enable multiple buildings to switch to a low carbon heat source in one go, speeding up the process of fuel switching. Heat networks can also enable the use of lower carbon heat, larger and more efficient equipment, thereby delivering higher carbon savings with lower capital and operational costs than solutions for each individual building.

Switching to ultra-low emission cars and vans

Switching to ULEVs where possible would reduce emissions by around 1% if they were charged using national grid electricity. The savings would increase as the electricity grid decarbonises, or if the vehicles were charged using 100% renewable energy – for instance, generated by PV on the roof of a Council-owned car park. This would deliver savings of up to 4%.

The electric vehicle market has seen considerable growth in recent years, and it is estimated that the price of electric, hybrid and traditional fuel cars could converge within the next decade.¹⁹ The Councils should take this into account in their fleet replacement strategy.

Although switching to ULEVs will be an important part of reaching the decarbonisation target, even if this goal is achieved, it creates additional challenges. For instance, Adur & Worthing Councils will be more reliant on electricity emission factors for achieving their net zero target. It will also create pressure on grid infrastructure, which may not have the capacity to accommodate such a shift and require the use of more renewable electricity generation to meet demand.

The National Grid report *'Future Energy Scenarios 2019'* suggests that there could be between 2.7 and 10.6 million EVs on the roads by 2030 which would present a broad-ranging challenge across all areas of electricity infrastructure.²⁰ The use of smart EV charging and, potentially, vehicle-to-grid systems could mitigate some of the effects on peak demand and help to alleviate some of this pressure.

Reducing emissions from HGVs

At the time of writing, ultra low emission HGVs are not commercially available and are not expected to become so in the next decade. Barring a technological step-change, this could present a challenge in achieving the net zero target, which will require all the existing HGV fleet to be switched from diesel to ULEV alternatives. Adur & Worthing will need to be mindful of the development of this technology and undertake a review when the existing fleet is due for renewal.

In the short-term the Government has suggested a target of reducing emissions from HGVs by 15% through efficiency measures such as driver training. Adur & Worthing Councils will therefore need to assess whether such measures can be implemented within their own fleet. Reducing HGV emissions by 15% would reduce the Councils' Scope 1 and 2 emissions by roughly 4% overall.

Increasing renewable electricity generation

As buildings and vehicles switch away from the use of fossil fuels and towards electricity, it becomes increasingly important to ensure that electricity is supplied from renewable sources. Reasons include:

- reducing pressure on grid infrastructure
- ensuring security of supply, and
- protecting consumers from rising electricity prices.

¹⁹ Cambridge Econometrics and Element Energy, *'Fuelling Europe's Future: How the transition from oil strengthens the economy'* (2018). Available at: https://europeanclimate.org/wp-content/uploads/2018/02/FEF_transition.pdf

²⁰ National Grid, *'Future Energy Scenarios'* (2019). Available at: <http://fes.nationalgrid.com/media/1409/fes-2019.pdf>

Offsetting residual emissions

The scenario testing demonstrated that, even with the most optimistic assessment of grid and transport decarbonisation and highest levels of uptake for energy efficiency measures, there will be significant residual CO₂e emissions that would require offsetting.

Further work and consultation would be required to identify the most appropriate and cost-effective opportunities, but these might include tree planting or new woodland creation. The UK Woodland Carbon Code, for instance, provides a means of gaining certification for this type of project.²¹

Reducing Scope 3 emissions

Scope 3 emissions from water consumption can be reduced through installation of water-efficient fittings and behavioural change programmes. Case study evidence suggests that these types of interventions could potentially reduce water use by more than 20%.²²

The Councils should also investigate opportunities for reducing energy demands and switching to decarbonised heat sources in the properties that they lease, or those that they own but lease to others. For instance, AECOM's audit of the Worthing Leisure Centre has identified significant CO₂e savings.

3.3 Key findings of the analysis

The table below summarises the potential impacts of the measures described above. It reports the maximum potential percentage (%) reduction in CO₂e that could be achieved through adoption of each measure, compared with a 'Business as Usual' baseline.

Potential change in carbon emissions from these measures...	Without grid decarbonisation	With grid decarbonisation
Changes to electricity grid		
Grid decarbonisation, no other changes	N/a	-14%
Demand reduction in buildings		
Reduce demand for electricity and heat	-6%	-20%
Reduce demand and switch to electric heating systems	-20%	-35%
Low carbon transport		
Mileage reduction, no other changes	-3%	-3%
Switch to ULEVs (excludes HGVs)	-1%	-4%
Reduce emissions from HGVs	-4%	-4%
Total reductions		
All measures implemented (excluding offsetting / renewables)	-30%	-44%
Residual emissions to be offset (tCO ₂ e p.a.)	2,032	1,634

Other opportunities to reduce emissions

These technologies have not been included in the quantitative analysis above, but should be considered by Adur & Worthing Councils to help enable their decarbonisation target:

- **District heat networks.** Heat networks offer an opportunity to switch multiple buildings on to lower carbon heating systems and use larger and more complex technologies to deliver higher carbon

²¹ <https://www.woodlandcarboncode.org.uk/>

²² The Ripple Effect, 'Cost-effective water saving devices and practices' (2005). Available at: http://www.wrap.org.uk/sites/files/wrap/GG522_commercial%20Cost-effective%20water%20saving%20devices%20and%20practices%20for%20commercial%20sites.pdf

savings with lower overall capital and operational costs than addressing each building separately. However, by virtue of being larger projects they can be more complex to deliver although the Government is providing technical support and funding through the Heat Network Delivery Unit and Heat Network Investment Programme to assist local authorities in delivering these projects.

- **Smart energy management:** One of the key benefits of smart meters is by improving transparency and user access to their own energy data, making it easier to identify areas of waste. Although it is not clear to what extent this affects user behaviour in the long term, the improved data collection could also facilitate the introduction of demand side response, and on a broader scale, help to balance energy demand and supply, which is particularly important at peak times.²³ In principle, therefore, these have the potential to reduce energy consumption.
- **Battery storage:** There have been significant improvements in battery storage in recent years with implications for energy consumption across all sectors. Although batteries are likely to become crucial to future energy infrastructure, they do not offer CO₂e savings per se. Instead, they help to facilitate uptake of LZC technologies by moderating the intermittency of wind and solar energy generation. Combined with EV uptake and the introduction of vehicle-to-grid systems, this could have a transformative effect on the design of energy infrastructure and the built environment.
- **Carbon capture and storage:** At present, carbon capture and storage technologies have been deployed as pilot projects in the UK. Although these form part of the Government's *Clean Growth Strategy* (2017), at present there is insufficient evidence to provide a realistic estimate of their potential contribution towards the decarbonisation target.²⁴

Potential increases in CO₂e emissions

Adding to the Councils' building portfolio

In the event that Adur & Worthing Councils build or purchase additional buildings, this would likely increase the Councils' Scope 1 and 2 emissions. Any increase will make the decarbonisation target more difficult to achieve and increase the cost of mitigation measures and offsetting. Therefore, it will be vital to ensure that any new buildings are constructed or retrofitted to be capable of becoming net zero in operation²⁵ and incorporate low and zero carbon technologies as standard.

Although not captured in existing datasets, it is also worth noting that there are Scope 3 CO₂e emissions associated with the construction and demolition process itself, as well as the materials used in construction. In order to minimise these emissions, the Councils should also consider

- Carrying out a comprehensive options assessment to consider whether it is necessary to build new, and how to maximise the use of existing buildings, materials, and infrastructure
- Use of renewable energy on-site (i.e. avoid diesel generators)
- Routinely carrying out embodied carbon lifecycle assessments of all proposals
- Maximising the end-of-life value of any buildings, materials and infrastructure that cannot be reused by assessing opportunities for reclamation, remanufacturing, recycling, etc.
- Designing new buildings to facilitate maintenance (e.g. through use of robust materials) and future changes in use (e.g. generous floor to ceiling heights) so that, in the future, demolition and new construction can be avoided

²³ BEIS, 'Smart Meters and Demand Side Response' <https://www.gov.uk/government/publications/smart-meters-and-demand-side-response>

²⁴ For more information, see <https://www.gov.uk/guidance/uk-carbon-capture-and-storage-government-funding-and-support>

²⁵ For more information, see <https://www.gov.uk/government/consultations/the-future-homes-standard-changes-to-part-l-and-part-f-of-the-building-regulations-for-new-dwellings>

A note on overheating, cooling and climate change

Although one of the biggest challenges in decarbonising buildings in the UK relates to heat demand, it is generally agreed that demand for cooling is likely to increase in the future as a result of climate change.²⁶

Therefore, when considering interventions in its own building stock, it will be important for Adur & Worthing Council to:

- Prioritise passive cooling measures, in order to reduce the need for air conditioning;
- Deliver cooling efficiently using highly efficient systems; and
- Incorporate building-mounted PV where possible, as solar panels will tend to generate more power on hotter days with higher cooling demands.

²⁶ JRC Science for Policy report by the European Commission, 'Assessment of the impact of climate change on residential energy demand for heating and cooling' (2018)

4. Achieving Net Zero: A plan for Adur & Worthing

4.1 Action plan

Key areas of influence

As illustrated in Figure 6, although the Councils have control over their own Scope 1 and 2 emissions to some extent, achieving the decarbonisation target will also depend on changes occurring on a primarily national or regional level. However, the Councils do have opportunities to exert pressure across multiple spheres of influence, even if this is indirect.

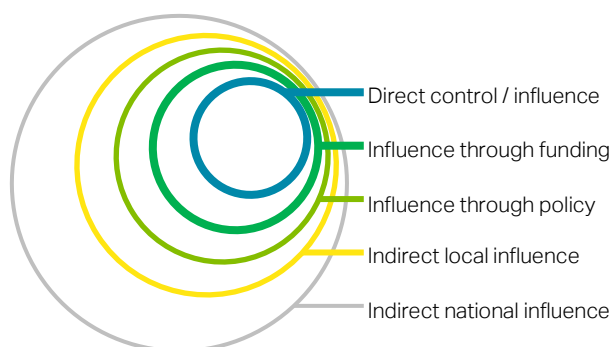


Figure 6: Adur & Worthing Councils - Spheres of influence

On this basis, potential responses from Adur & Worthing Councils could include:

- **Direct control:** Taking a leadership role by adopting best practices wherever possible by reducing energy demand in its own building stock, adopting behavioural change programmes, switching to renewable energy sources and adopting a zero-emission vehicle fleet.
- **Buildings /services owned but not operated by the Councils:** engage with tenants and service users to promote demand reduction measures, encourage uptake of renewables, etc.
- **Procurement:** Ensure that there is a rigorous approach to embedding sustainability into procurement, e.g. with reference to Government Buying Standards, the Flexible Framework, and British Standard 8903:2010.

In addition to mitigating their own emissions, the Councils should also take a leadership role and consider ways it can exert influence within the local area more broadly, for instance:

- **Influence through funding:** For instance, by offering subsidies to SMEs wishing to undertake building energy audits.
- **Influence through policy:** Supporting the delivery of heat networks and renewable energy projects within the area by taking a positive approach to renewable energy generation in planning policies and decision-making.
- **Minimising emissions from transport in the local area** through design of infrastructure and traffic management, adopting an approach to spatial planning that reduces reliance on private vehicles, and supporting initiatives to encourage the use of public transport, ridesharing, walking and cycling.
- **Supporting higher standards of sustainable design and construction.** This could be done through awareness and training; for instance, by establishing best practice networks or offering training to facilities managers.
- **Exerting indirect national influence:** Lobbying the Government to bring forward more ambitious policies (e.g. transport strategies, research and development, updates to Building Regulations).

Action Plan

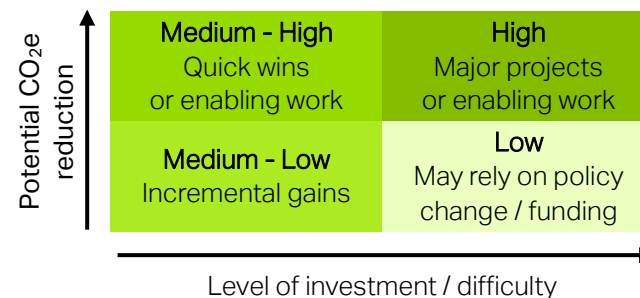
The following pages describe a set of proposed actions for Adur & Worthing Councils that reflect the findings of this carbon reduction study. These actions will need to be reviewed and agreed by the Council prior to being adopted and taken forward. The proposed actions have been presented with the following information:

- **Reference code**
- **Action** – Summary of the proposed action
- **Description** – Any other relevant details relating to the proposed action
- **Timeframe** – Describes the timeframe (short, medium or long-term) during which the proposed action needs to be delivered, either short term (0-6 months), medium term (6-12 months) or long term (1-5 years).
- **Effectiveness** – This is framed in terms of the level of potential CO₂e reductions that could be achieved, informed by the analysis presented in Sections 2 and 3.
- **Deliverability/Roles** – Key considerations and relative effort required, considering factors such as Adur & Worthing Councils' level of influence or role in delivery and required involvement of other parties.
- **Investment Resource implications** – The relative level of resource (e.g. officer time) that Adur & Worthing Councils would need to commit in order to deliver the proposed action. Where possible, we have provided an estimate of the scale of investment required, based on published industry figures and AECOM's own experience in delivering similar projects (where applicable).





Note that these are preliminary figures intended only to provide a sense of potential scale of investment required, subject to further detailed analysis. These are labelled as 'investments' rather than costs because many of them have potential financial returns and some or all of the required financing could come from other parties.

- **Priority** – This field sets out the relative priority of the proposed action, based on the considerations listed above. Note that some projects with a higher priority ranking may not result directly in CO₂e savings, but enable other high-priority actions to take place. This is illustrated in the diagram below.



The actions are grouped into the following broad categories: General actions (G); Supporting grid decarbonisation (D); Demand reduction (R); Low carbon heating systems (H); Building integrated renewable energy generation and storage (E); Low carbon transport (T); Offsetting (O); and Scope 3 emissions (S).

LEGEND

	Measures specific to the Councils' operations
	Measures that would impact the wider Local Authority area

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
General actions							
G1	Disseminate the results, conclusions and recommendations of this study within A&WC	Send out copies of the report and promote the Climate Emergency Plan to build capacity and support within A&WC for taking the recommendations and actions from this report forward.	Short term	N/a – enabling action	Internal action (A&WC)	Limited officer resource required	N/a – enabling action
G2	Identify senior officers and members to champion the programme and key projects	Senior officer and members will be vital in taking forward the recommendations and actions proposed in this report.	Short term	N/a – enabling action	Internal action (A&WC)	Limited officer resource required	N/a – enabling action
G3	Establish a means of monitoring and reporting progress against the recommendations and action plan	Set up a monitoring and reporting mechanism to enable progress towards the decarbonisation target to be assessed over time as well as re-	Short-medium term	N/a – enabling action	Relatively straightforward but will require A&WC officer(s) to become familiar with existing data, tools and resources. Additional complexity will be added depending on	Officer resource required	N/a – enabling action

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
		appraising actions and priorities.			the scope of monitoring. For guidance, see BEIS, 'Emissions reduction pledge 2020: Emissions reporting in public and higher education sectors' (2018). ²⁷		
G4	Establish roles for delivering the recommendations and actions	The agreed set of actions following on from this study should be allocated to specific officers to ensure responsibility for delivery.	Short term	N/a – enabling action	Internal action (A&WC)	Officer resource required	N/a – enabling action
G5	Work with Government and other Local Authorities to identify existing and forthcoming funding sources to support further studies and specific projects	Many of the measures identified in this report will have significant capital cost implications and therefore funding may be required to support their implementation. Any further work to define specific project opportunities should include an analysis of funding options.	Short term but must be ongoing to reflect future opportunities	N/a – enabling action	A&WC to work with government and other local authorities	Officer resource required	N/a – enabling action
Grid decarbonisation							
D1	Speak to UKPN about future energy infrastructure plans	A&WC should arrange a meeting with UKPN to discuss the plans for future energy	Short term	N/a – enabling action	A&WC to meet with UKPN and other stakeholders. This should be done in parallel with Actions T1-T4	Limited officer resource required	N/a – enabling action

²⁷ Available at: <https://www.gov.uk/government/publications/emissions-reduction-pledge-2020-emissions-reporting-in-public-and-higher-education-sectors>

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
		infrastructure in the area and how they can support and facilitate this through planning policy and other mechanisms.			which relate to low carbon transport.		
D2	Monitor progress on national decarbonisation	A&WC should monitor progress of the decarbonisation of the national grid to understand the implications for meeting the decarbonisation target. This can be done by accessing national (BEIS) datasets on an annual basis.	Medium-long term	N/a – enabling action	Relatively straightforward but will require A&WC officer(s) to become familiar with existing data, tools and resources. See BEIS, ' <i>Emissions of carbon dioxide for Local Authority Areas</i> ' (online). ²⁸	Limited officer resource required	N/a – enabling action
D3	Support decarbonisation of the national grid through planning policy	A&WC should provide support through planning policy for strategic energy infrastructure developments that seek to deliver and support the national decarbonisation target.	Medium-long term	N/a – enabling action	As for planning policy in general. Relies on engagement with internal and external stakeholders including local community members. May require additional resource to raise awareness of the strategic importance of such schemes.	Officer resource required	N/a – enabling action

²⁸ Available at: <https://data.gov.uk/dataset/723c243d-2f1a-4d27-8b61-cdb93e5b10ff/emissions-of-carbon-dioxide-for-local-authority-areas>

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
Demand reduction							
R1	Produce an estate-wide carbon-reduction plan	A&WC could commission further audits of its assets to understand the potential for demand reduction measures and develop an estate-wide carbon reduction plan.	Short term	An initial set of audits have been carried out on selected buildings as part of this study to provide an insight into the potential intervention options. There is scope for more detailed investigations to be carried out on these buildings and for audits expanded to other buildings.	A&WC to produce carbon management plan	A further budget will be required to carry out additional audits, the cost of which will depend upon the nature and number of audits undertaken.	High
R2	Undertake energy efficiency retrofits of all Council properties	Deliver the recommendation from the initial audits along with those from further audits and the estate-wide carbon management plan proposed in Action R1. To speed up delivery, this work should be co-ordinated with Actions H1, 2 & 3 for switching to heat pumps.	Short-term (initial audits) Medium term (additional audits)	Critical for delivering the Council decarbonisation plan	A&WC to develop programme for carrying out the energy efficiency works identified in the carbon management plan and identify funding and delivery approach	The full costs of this cannot be estimated at this stage, due to the range of building types and uncertainty of the package of measures that would be required for each. However the initial audits provide a guide to the costs and the full costs would be quantified as part of the estate-wide carbon management plan in Action R1.	High
R3	Instigate a behavioural change programme across all council properties to reduce energy consumption	A behaviour change programme should be initiated across the Council's key buildings to encourage staff to reduce energy consumption. Nominated staff will be	Short term	Critical for delivering the Council decarbonisation plan	A&WC to instigate and support an ongoing behavioural change programme	This will require officer time to instigate and maintain, including a member of staff with overall responsibility and time for staff within each building	High

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
		required to drive the programme in each office and senior level involvement and support will be crucial.					
R4	Review BMS operation strategy	Currently the BMS at A&WC occupied sites are accessed and programmed by external third-party organisations. The set programs should be reviewed against current building operation patterns and updated accordingly. Where possible, control could be given to the building occupiers.	Short term	Highly effective where local control has been implemented (i.e. Worthing Leisure Centre). Where sites have dedicated facilities management personnel, i.e. Town Hall (AW&C operated), Assembly Hall (tenant operated), local control will be highly effective at inexpensively and immediately reducing energy consumption.	A&WC to commission / undertake study	Budget required to commission a study (estimate £1-5K depending on scope) and provide officer resource.	High
R5	Link carbon reduction plans with existing maintenance and retention strategies for Council-owned properties	A&WC could carry out a review to understand the retention strategy, typology and age of buildings to inform more targeted interventions for projects, guidance and funding	Short-medium term	N/a – enabling action	A&WC to commission / undertake study	Officer resources required	Medium
R6	Monitor results of energy efficiency programmes	A&WC to monitor the performance of energy efficiency programmes within AW&C operations	Medium-Long term	N/a – enabling action to identify future interventions	A&WC to monitor results	Officer resources required	Medium

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
R7	Business engagement and support, particularly for Small and Medium Enterprises (SMEs), related to energy efficiency	A&WC could provide guidance to SMEs, in the form of forums, presentations, events, training or funding, to deliver energy efficiency improvements.	Medium term	Important for showing leadership within the community	A&WC to develop and deliver training. Implementation relies on actions from businesses and other external stakeholders.	Budget required to provide this service as well as officer resource to establish and manage. Cost to A&WC depends on the precise service offered but developing basic guidance materials and delivering training workshops could be £5-15K.	Medium
R8	Consider subsidised energy audits	A&WC could consider providing subsidised energy audits to support SMEs in identifying energy improvement opportunities.	Medium term	Important for showing leadership within the community	Delivery of energy efficiency improvements will rely on actions of other parties (SMEs).	Budget required to provide this service as well as officer resource to establish and manage it. Cost to A&WC depends on the precise service offered. Energy audits for a single building might range from £2-5K+, though this is heavily depending on size and complexity of the building and scope of the analysis.	Low-Medium
R9	Monitor results of external energy efficiency programmes	A&WC to monitor the performance of energy efficiency programmes within the Local Authority area to identify opportunities to provide additional support	Medium-Long term	N/a – enabling action to identify future interventions	A&WC to monitor results	Officer resources required	Low-Medium
R10 (a)	Understand use of other fuels (aside from gas and electricity) in the Local Authority area – Domestic sector	Undertake an assessment of the use of fuels other than gas and electricity (for instance, properties that use oil, coal or wood for heating) to	Medium term	CO ₂ e reduction not assessed – this action would enable assessment to be made. In order to reach the decarbonisation target it will be important to consider	A&WC to commission / undertake study	Budget required to commission a study (estimate £10-15K depending on scope) and provide officer resource. This action could be carried out in conjunction with R10(b).	Low-Medium

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
		understand the type and frequency, and identify suitable ways of targeting interventions.		incremental gains to minimise the amount of offsetting required.			
R10 (b)	Understand use of other fuels (aside from gas and electricity) in the Local Authority area – Non-domestic sectors	Similar to R10(a), but with a focus on the non-domestic sector. Understanding the fuels used in specific industries within the area can potentially highlight high emitting activities or sectors that could be targeted for intervention.	Medium term	See note on R10(a).	A&WC to commission / undertake study	Budget required to commission a study (estimate £10-15K depending on scope) and provide officer resource. This action could be carried out in conjunction with R1(a).	Low-Medium
R11	Investigate potential to use business rates to drive energy performance	A&WC to consider the option of linking business rates to EPC/DEC ratings, offering a discount for better performing buildings and/or where buildings can demonstrate an improvement through investment in energy efficiency.	Medium-long term	Depends on the level of energy efficiency improvements that are required by the policy.	A&WC to commission / undertake study. This type of policy could be challenging or controversial and, if implemented, could lead to a reduction in Council revenue. Any proposals should consider how the Government is proposing to deliver / enforce MEES.	Officer resources required to carry assess the potential costs and benefits. Potential cost to Council in relation to the reduction in Business Rate revenue	Low
Low carbon heat							
H1	Heating system replacement for Council owned buildings	Review heating system asset plan for Council owned buildings and identify opportunities	Short term	Modelling indicates that switching to heat pumps could potentially reduce the CO ₂ e emissions of each site	A&WC to develop replacement programme	Officer resources required to develop heating replacement programme.	Medium-High

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
		<p>for switching to heat pumps. Develop a programme for replacing existing gas boilers with efficient heat pumps.</p> <p>Specific opportunities have been identified through energy audits of key A&WC buildings.</p> <p>Replacement of heating systems should be combined with demand reduction measures (R2)</p>		by 20-80% by 2050, subject to electricity grid decarbonisation.		<p>Indicative cost of installing a heat pump are:</p> <ul style="list-style-type: none"> £500-1000/kW for non-domestic buildings £4-10k for domestic buildings <p>Costs will depend on the type of system and level of additional infrastructure required, including electrical capacity reinforcements.</p> <p>For comparison, if replacing with a gas boiler:</p> <ul style="list-style-type: none"> £60-100/kW for non-domestic buildings £1-2k for domestic buildings 	
H2	Investigate the potential for a low carbon heat network in and around the (i) Civic Quarter in Worthing Town Centre and (ii) the Shoreham Centre area.	A&WC to undertake a feasibility study to assess the technical feasibility and financial viability of delivering a heat-pump led heat network in and around the two identified sites.	Short term	CO ₂ e reduction depends on which buildings are connected. A heat network could offer higher reductions than individual systems with lower capital and operational costs.	A&WC to commission / undertake study Feasibility study would identify practical barriers and other considerations to address going forward	<p>Budget required to commission an initial feasibility study (est. £10-35K per study depending on scope) and provide officer resource. HNDSU subsidy is available for projects of this nature (funded by BEIS).</p> <p>This study will define the total capital costs, whole lifecycle financial and carbon benefits of delivering a heat network in this location.</p>	Medium-High
H3	Explore opportunities for other heat networks	A&WC to review other opportunities for heat networks	Medium-Long term	A heat network could offer higher reductions than individual systems with lower capital and operational costs.	A&WC to commission / undertake study	Good opportunity areas are those near a considerable heat source (i.e. Shoreham Power Station), public operated estate(s) and/or new development sites.	Medium

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
						Cost of undertaking a study into an identified opportunity area is as per Action H2.	
Building integrated renewable energy generation and storage							
E1	Identify further opportunities to install PV on Council buildings	A&WC should build on previous experience and expand the installation of PV on the roofs of Council owned properties to support the roll out of heat pumps and EVs.	Medium-long term	Good carbon savings in the short term but will decrease as the grid decarbonises. Significant benefits in supporting operational costs and security of supply for Council buildings where heat pumps and EV charging points are installed.	A&WC has successful experience of PV installations. The financial viability of PV has been reduced by the removal of incentives from the Feed-in Tariff (FIT) scheme but increasingly PV installations are becoming viable without incentives, particularly in combination with battery storage, EV charging and heat pumps.	Roof-mounted PV is likely to cost in the region of £750-1500/kW fully installed depending on scale and complexity of installation.	High
E2	Identify opportunities to install PV on the roofs of Council-owned car parks	A&WC should investigate and (if feasible) install solar carport PV arrays on Council owned car parks.		Good carbon savings in the short term but will decrease as the grid decarbonises. Significant benefits in supporting wider EV rollout.	A&WC are already looking at this with the West Sussex Energy Hub. Solar car parks are a technically proven solution with successful examples in Exeter, Cambridge and Nottingham.	Industry estimates suggest that roughly 2kW PV can be installed per car parking space and fully installed costs could be expected to be in the range of £900-1400/kW (BRE Solar Car Park Guide)	High
E3	Investigate opportunities to install batteries in Council buildings	A&WC should monitor the viability of battery systems and assess the viability of including		Battery storage does not reduce carbon emissions per se but can improve the efficiency of other systems	At current prices the installation of batteries is likely to make more commercial sense for	Battery systems can be profitable where they combine the income from peak shaving, avoidance of use of service charges, arbitraging	Medium

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
		these in projects involving heat pump replacements, PV installations and/or EV charge points.		and reduce the reliance on the grid, saving both money and improving security of supply, both of which will be important as the Council moves to the use of heat pumps and EVs.	larger projects. If a heat pump led heat network is delivered for the Civic Quarter or Shoreham Centre (Action H2), potentially along with PV and EV charging), this may be of sufficient scale to make a battery system viable.	grid prices with time of use tariffs, frequency response contracts and additional value of PV and/or EVs.	
Low carbon transport							
T1	Review AW&C fleet and replacement plans	Conduct an audit of vehicle fleet to assess opportunities for renewal with zero emission alternatives	Short term	N/a – enabling action	Internal action (A&WC)	Officer resources required	Medium
T2	Replace AW&C car and van fleet with zero emission alternatives	Based on the audit carried out as part of Action T1, replace A&WC vehicles with zero emission alternatives as these come up for replacement	Medium term	Cars and vans represent around 5% of AW&C's Scope 1 and 2 emissions, but the importance of this measure is also linked with the Councils taking a leadership role to encourage the wider uptake of EVs.	Internal action (A&WC)	Depends on the technology in question and prices are likely to change significantly in the coming years. Currently EVs tend to be more expensive in whole lifecycle costs than conventional vehicles. This is primarily due to high capital costs and depreciation rates, although the running costs are lower. Note that the cost to drivers of using EV, hybrid and traditional fuel vehicles may converge in the coming decade.	High
T3	AW&C to plan for future replacement of HGVs	Replacement of the Council owned HGV	Long term	Emissions from Council owned HGVs represent a	This action relies upon the technology to become	Costs will depend on technology readiness, the state of the LEV	High

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
	with zero emission alternatives	fleet with low carbon alternatives will be needed to achieve the 2030 decarbonisation target and therefore should be accounted for in relevant plans and budgets		large proportion (around 26%) of the Council's Scope 1 and 2 emissions.	available and cost effective by the time the replacement is due – deliverability uncertain.	market and Government incentives at the time of investment.	
T4	AW&C to install public charging infrastructure in its own estate	Help to support EV uptake through further provision of infrastructure within A&WC's own estate. This would involve carrying out a review of existing car parks and parking spots, assessing the current and future level of demand for EV charging, and identifying locations that would be suitable based on the findings.	Short-medium	Shows leadership in promoting sustainable transport and helps to overcome the 'chicken and egg' problem of EV uptake relying on available charging infrastructure. At present, the number of public EV charging points in the Local Authority area ²⁹ is <ul style="list-style-type: none"> Worthing: 10 public charging points (3 rapid) Adur: 2 public charging points (0 rapid) 	This should be coordinated with Action D1 (discussions with UKPN) to understand infrastructure capacity / constraints.	Budget required to commission a study of suitable locations and types (estimate £15-30K depending on scope). Indicative costs for different EV charging points ³⁰ are as follows – <ul style="list-style-type: none"> Slow (3.50-7kW): £500-1000 Fast (7-22kW): £2,000-3,000 (AC) or £19,000 (DC) Rapid (up to 50kW): £20K-40K Costs will depend on the level of additional infrastructure required, including electrical capacity reinforcements. There is a difference in cost when considering upfront installation compared with retrofitting. Per DfT estimates – <ul style="list-style-type: none"> Typical domestic: £976 for upfront versus £2,040 for retrofitting 	Medium-High

²⁹ See <http://maps.dft.gov.uk/ev-charging-map/>

³⁰ Energy Saving Trust, 'Guide to chargepoint infrastructure for business users' (2017). Available at: https://www.energysavingtrust.org.uk/sites/default/files/reports/6390%20EST%20A4%20Chargepoints%20guide_v10b.pdf

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
						<ul style="list-style-type: none"> Typical non-domestic: £3,822 for upfront versus £4,925 for retrofitting³¹ 	
Offsetting							
O1	Undertake an assessment of opportunities for offsetting residual CO ₂ e emissions	A&WC to commission a study to review specific project opportunities for delivering carbon savings through investment in renewables or other projects, both within and outside of the Local Authority area, including a review of costs and benefits. Opportunities could include e.g. investing in large-scale PV or wind generation, woodland creation, etc.	Medium term	Potentially high impact, but note that energy demand reduction measures, and reducing the use of fossil fuels are a higher priority than carbon offsetting.	A&WC to commission / undertake study	<p>Budget required to commission a study (estimate £10-30K depending on scope) plus officer resources.</p> <p>Estimates of potential delivery costs are provided below, based on published figures.³²</p> <ul style="list-style-type: none"> Solar farms – Cost in the UK can be around £1,000,000 per MW. A 5 MW solar farm may occupy around 25 acres of land.³³ Large-scale wind – Cost of onshore wind can be around £1,000,000 per MW. A large turbine of 1.5 MW might be 70-100m in height. <p>Note that costs have decreased significantly in recent years and, in future, may vary widely depending on UK Government policy initiatives, funding, etc.</p>	Low-Medium

³¹ Department for Transport, 'Industrial Strategy: Electric Vehicle Charging in Residential and Non-Residential Buildings' (July 2019). Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818810/electric-vehicle-charging-in-residential-and-non-residential-buildings.pdf

³² International Renewable Energy Agency, 'Renewable Power Generation Costs in 2018' (2018). Available at: https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2019/May/IRENA_Renewable-Power-Generations-Costs-in-2018.pdf

³³ According to the UK Solar Trade Association: <https://www.solar-trade.org.uk/solar-farms/>

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
						<p>For context, as a rough guide based on the calculations in this report, to fully offset A&WC’s current annual Scope 1 and 2 emissions would require either around 16 MW of solar farms (occupying around 75-80 acres) at a cost of around £16 million or 6 MW of onshore wind capacity (3-6 large wind turbines up to 100m tall) at a cost of around £5.5-6 million.</p> <p>The same amount of PV could be installed as roof-mounted systems which can have a lower visual impact but tend to be more expensive than ground-mounted solar farms. It is estimated that building-mounted PV would cost closer to £20-25 million. This does not include the cost of land, environmental assessments, planning permission, maintenance, etc.</p> <p>The overall costs of woodland creation depend multiple factors, such as the potential timber revenue, agricultural opportunity costs, etc. but are estimated at around £5,095 per hectare for planting and fencing, plus government / local authority</p>	

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
						<p>administration costs of around £637 per hectare.³⁴</p> <p>To fully offset A&WC's current annual Scope 1 and 2 emissions would require creation of roughly 800 hectares of new woodland (8 square kilometres) at a cost of around £4-5 million.³⁵ Again, this does not include the cost of land, environmental assessments, planning permission, carbon reduction certification, etc. Accounting for the cost of land, this option may be comparable in price to solar farms, but the spatial requirement is clearly inhibitive.</p>	
O2	A&WC to consult on the options for delivering offsite CO ₂ e emissions savings	Based on the results of this studies and the other studies recommended above, A&WC should discuss the 'offset' options internally to agree on an approach that would be most acceptable, taking account of the measure and location.	Medium term	N/a – enabling action	Internal action (A&WC)	Officer resources required.	Low-Medium
Scope 3 Emissions							

³⁴ Forestry Commission, 'Comparing the cost-effectiveness of forestry options for climate change mitigation' (January 2019) – see 'Table 3: Afforestation Costs by Country'. Available at: <https://www.forestryresearch.gov.uk/research/comparing-cost-effectiveness-forestry-options-climate-change-mitigation/>

³⁵ Based on nation-wide statistics from the Woodland Carbon Code, new woodlands created from low-grade agricultural land have the potential to sequester around 356 tCO₂e per hectare over 100 years, or 3.56 t CO₂e per hectare per year on average. See Forestry Commission, 'Woodland Carbon Code Projects in the UK at 31 March 2019' (published June 2019). Available at: <https://data.gov.uk/dataset/058df59a-bb57-4959-8a39-2dc35b0d894f/forestry-statistics-woodland-carbon-code-statistics>

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
S1	Work with suppliers to provide better emissions data	In order for the Council to better understand its Scope 3 emissions further information will be required from its suppliers in relation to the CO ₂ e emissions associated with the services being procured by A&WC. This requirement needs to be discussed with existing suppliers and built into all new contracts.	Short-term	N/a – enabling action	Internal action (A&WC) but requiring the support of suppliers	No additional costs are envisaged for this, but officer resources will be required to engage with suppliers.	High
S2	Reduce waste production in Council offices	A&WC to review existing waste streams, identify relevant opportunities and guidance related to waste reduction and implement appropriate measures.	Short-term	Although the CO ₂ e emissions associated with waste generated by the council have not yet been quantified, any measures to reduce waste generation and waste sent to landfill will have a positive environmental impact	Internal action (A&WC)	Officer time to review existing waste streams and identify suitable measures to promote waste reduction and recycling.	Medium
S3	Reduce water consumption in A&WC offices	A&WC to reduce water consumption in buildings through the use of low water use toilets, flow restrictors on taps and showers and leak detection systems. Grey/rain water systems could also be investigated.	Medium-term	Potentially low-medium in terms of CO ₂ e emissions reduction but offers other environmental and cost benefits due to conservation of water resources	A&WC to develop rollout programme for easy win measures and specify low water-use fittings as part of any refurbishment programmes	Minimal costs for flow restrictors and if sanitaryware is part of planned replacement works. Grey/rainwater systems would have higher costs.	Medium

Ref	Action	Description	Timeframe	Effectiveness	Deliverability	Investment / resource implications	Priority
S4	Low carbon heating systems in Council leased properties and / or properties owned by the Council but leased by other organisations	Undertake a review of the buildings Council leased properties and / or properties owned by the Council but leased by other organisations to identify whether there are opportunities for installing low carbon heating systems.	Short term	See previous notes on the benefits of low carbon heating systems. Decarbonising heat will be crucial to achieving the decarbonisation target.	AW&C to undertake assessment. Deliverability depends on the specific contracting / tenancy arrangements for the building(s) in question.	Officer resources required to develop heating replacement programme. As per costs above.	Medium
S5	Support waste reduction and water conservation measures across the Local Authority area	A&WC to identify and keep informed of waste reduction and water conservation initiatives and actively seek out opportunities to engage / promote these schemes on an ongoing basis	Short-term	As above, measures that the Council can take with its waste contractor to reduce waste production and improve composting and recycling will reduce CO ₂ e emissions in the wider area	A&WC and waste contractors	Officer time to promote waste reduction and recycling	Medium

4.2 Measuring progress

Monitoring and review

We recommend that the Councils set up a monitoring and review process to assess progress against the CO₂e emission projections and other targets. This could be done on an annual basis or, to align with the Committee on Climate Change’s national carbon budgets, be split into 5-year periods.

Quarterly:

- Monitor progress against the action plan
- Report to members and partners

Annually:

- Report progress to internal and external audiences
- Monitor renewable energy generation and installed capacity
- Monitoring of the economic benefits achieved. This could be done, for instance, by measuring investment in LZC energy projects, and estimating the income retained in local economy through renewable energy supply and cumulative job creation.

In addition to reporting on the steps taken to achieve specific actions, the priorities of this Action Plan should also be reviewed on an annual basis. This should account for broader factors such as policy or technological changes. Where necessary, the Action Plan should be updated to reflect such changes.

Assessment metrics

In addition to annual CO₂e emissions, other metrics can be used to monitor positive enabling steps taken by Adur & Worthing Councils. Examples provided in the table below could be used to set additional quantitative targets.

	Topic	Method
1	Deployment of low carbon heating systems (heat pumps and heat networks) in Council-owned properties	Councils to maintain internal records
2	ULEV vehicles in the Council-owned fleet / pool cars (number of vehicles and % of total journeys or distance travelled)	Councils to maintain internal records
3	Improvement in energy efficiency of Council-owned buildings as a result of improvement works	EPC and DEC records or other surveys
4	Capacity of LZC energy technologies installed by the Council (MW)	Councils to maintain internal records
5	Amount of renewable heat or electricity generated by LZC energy technologies, used onsite and / or exported (MWh p.a.)	Councils to maintain internal records
6	Electric or biodiesel buses (number and % of total journeys or distances travelled)	Councils to maintain internal records
7	EV charging points owned / operated by the Council (number, type, location)	Councils to maintain internal records
8	Deployment of smart meters within Council-owned properties (number and % of total properties)	Councils to maintain internal records
9	Assessment of the progress of national electricity grid decarbonisation	Carbon factors are published annually by BEIS
10	Any other CO ₂ e offsetting e.g. areas of woodland created, trees planted, or carbon reduction certification achieved	Councils to maintain internal records

5. Conclusion

5.1 Recommendations

The measures described in this Carbon Neutral Plan reflect the following overarching recommendations:

- Adur & Worthing Councils should take a leadership role in reducing CO₂e emissions by examining their own operations, buildings, vehicle fleet, services and investments and identifying best practice measures that can be implemented
- The Councils should recognise that demand reduction, fuel switching and LZC energy generation are top priorities. However, given that some carbon offsetting will inevitably be required to meet the decarbonisation target. The Councils should immediately start carrying out further research to understand the offsetting opportunities that might be available.

Some of the actions laid out in this Plan will rely on broader trends that are outside of the Councils' control. Therefore, additional recommendations are as follows

- The Councils should proactively support other local authorities and organisations in delivering the actions required to reach net zero carbon. The SMARTHUBS project is an example of an opportunity for the Councils to exert indirect influence in this regard.
- The Councils should take steps to lobby the Government to achieve more rapid deeper decarbonisation across key priority areas, including higher energy efficiency standards for new and existing buildings, policies that support uptake of renewable and low carbon technologies, and the development of low carbon transport and infrastructure.
- The Councils should proactively support such measures through its own planning policy and decisions. In particular, the Council should take a proactive and positive attitude towards increasing the amount of local LZC energy generation and ULEV uptake as an important means of 'doing their part' on national electricity grid decarbonisation.

5.2 Next steps

Based on the findings of this report, the Councils should consider the following immediate next steps:

- Disseminate findings of this report and carry out further consultation to review and approve the Carbon Neutral Plan.
- Begin the process of reaching out to stakeholders, including local authorities, LEPs, utility companies (e.g. UKPN, Southern Gas), government departments / agencies (e.g. Department for Transport, Department of Environment, Food and Rural Affairs, and the Forestry Commission), and others (e.g. WRAP) to identify opportunities for collaboration and engagement.
- Review any ongoing or near future projects that are relevant to the measures listed in the Action Plan to ensure that activities are well-coordinated and integrated. This would include, for instance, plans for redeveloping the Civic Quarter, plans to reduce vehicle mileage in waste collection routes, and plans to refurbish or replace existing buildings, in addition to the Council's general strategies for building management or fleet replacement.

5.3 A final note

The results of this analysis show that the route towards becoming carbon neutral will require a strong level of ambition and commitment, backed up by significant interventions and investment across Adur & Worthing Councils' operations. Although the study shows that meeting the carbon neutral ambition will rely upon some factors outside of the Councils' control, such as the decarbonisation of the grid and availability of key technology, the fundamental steps required to deliver the net-zero target are clear and with strong leadership from the Councils these can be set into action now.

Appendix A – Modelling methodology

A.1 Data sources

The table below summarises the data used in establishing Adur & Worthing Councils' baseline CO₂e emissions.

Category	Description	Data used in this analysis
Scope 1	Direct emissions from sources owned or controlled by the reporting organisation	Metered gas data (for buildings where the Councils pay the gas bills) (kWh and £) Mileage for Council-owned vehicle fleet and pool cars, along with vehicle make/model and age
Scope 2	Indirect emissions from the generation of energy purchased by the reporting organisation	Metered electricity data (for buildings where the Councils pay the electricity bills) (kWh and £) <i>Note that, where data was unavailable, CIBSE Guide F 2012 'typical practice' benchmarks for 'local government office' have been used to estimate fuel consumption.</i>
Scope 3	Indirect emissions that result from other activities that occur in the value chain of the reporting organisation, either upstream or downstream.	Metered water use data (m ³) [Not used] Records of business travel by the Councils' employees – insufficient detail to assess CO ₂ e emissions from this activity

Although a sense-checking exercise was carried out to ensure the completeness and accuracy of this data, AECOM accepts no responsibility for any errors or omissions therein.

A.2 Baseline carbon emissions

General approach

The carbon emissions baseline was estimated in compliance with the methodology and conversion factors for greenhouse gas emissions reporting published by BEIS in 2019.

CO₂e figures for different fuel types and activities were taken from the BEIS 'Green Book Supplementary Guidance: Toolkit for valuing changes in greenhouse gas emissions, Table 1' (2019). These include figures for CO₂e emissions from:

- Use of natural gas (kgCO₂e / kWh)
- Use of UK grid electricity (kgCO₂e / kWh)
- Distance travelled (figures are provided for various different vehicle types) (kgCO₂e / km)
- Water consumption (kg CO₂e / m³)

Figures for electricity and gas consumption (kWh), vehicle mileage (km) and water consumption (m³) were multiplied by these CO₂e figures to obtain an estimate of the total emissions from each category.

Estimating vehicle mileage

Adur & Worthing councils provided AECOM with a dataset of vehicles which included the total mileage, the fuel type, the year of manufacture and the registration number of each vehicle.

In order to estimate emissions from the Councils' vehicle fleet, average yearly mileage figures were calculated based on the total mileage and the years in service for each vehicle. Then, the annual carbon emission figures for vehicles up to 3.5 t were estimated based on the fuel type, revenue weight (obtained from gov.uk MOT database³⁶ using registration numbers) and the corresponding CO₂e figures provided by the BEIS under Scope 1. The same procedure was followed for the heavier vehicles using the average laden values provided by BEIS.

In order to estimate emissions from pool car usage, a similar approach was taken. The council provided a dataset which included fuel types, trip distances and registration numbers of all the vehicles hired. The emissions were estimated based on the fuel type, trip distances, the engine size (also obtained from the gov.uk MOT database) and the corresponding CO₂e figures provided by the BEIS under Scope 3 ('business travel'); however, these are included in Scope 1 in this report because Adur & Worthing Councils control the operation these vehicles.

A.3 Carbon emission projections

The carbon emissions projections are carried out based on the following key assumptions.

Grid decarbonisation pathway

Carbon emission factors (CEFs) for electricity were taken from HM Treasury/BEIS 'Green Book Supplementary Guidance: Toolkit for valuing changes in greenhouse gas emissions, Table 1' (2019) which is intended for use by organisations reporting on their greenhouse gas emissions. Note that this trajectory reflects the level of decarbonisation that would be necessary for the UK to meet its current decarbonisation targets. It is not a projection of the likely emissions from grid electricity.

Electricity demand reduction

Evidence suggests that reductions of around 5% can be achieved through measures such as behavioural changes, smart metering, and zone lighting. Case studies suggest that greater reductions are possible for some organisations. However, in recognition of the fact that electricity use has increased in the past decade due to factors such as increasing use of electronic appliances, 5% has been used as a conservative estimate.

The model assumes that total electricity consumption will decrease linearly through the year 2030, at which point this reduction will be achieved.

Heating demand reduction from energy efficiency measures

Evidence from the National Energy Efficiency Database (NEED) indicates that installing multiple energy saving measures (such as cavity wall or loft insulation) can reduce heating bills by around 10%. From a technical standpoint, higher savings (over 75% in some properties) could be achieved with more ambitious retrofitting strategies,³⁷ so this assumption has been used as a conservative estimate.

This would not necessarily require all buildings to undergo a retrofit – it represents an average across the entire stock. In other words, some buildings could be retrofitted to a higher standard, while others (such as Listed buildings) receive no upgrades.

The model assumes that total gas consumption will decrease linearly through the year 2030, at which point this reduction will be achieved.

Impact of fuel switching

This calculation assumes that the metered gas consumption is delivered by individual gas boilers (80% efficiency). The total metered gas consumption data is used to provide a rough estimate of the amount of electricity that would be required if this level of demand was instead met using direct electric heating

³⁶ <https://vehicleenquiry.service.gov.uk/ViewVehicle>

³⁷ <https://passipedia.org/certification/enerphit>

(100% efficiency) or heat pumps (COP of 2.5, which is intended as a conservative estimate that reflects the performance of air source heat pumps in situ).

It is assumed that the Crematorium will also switch to an electric system offering similar performance levels (see energy audit report for further details).

The model assumes that 90% of Council-owned buildings will switch to an electric heating system by 2030. This would require an ambitious programme of heating system replacement with significant cost implications. Therefore, the calculation also assumes that 50% of the new heating systems will be DEH and 50% will be ASHP as an illustrative scenario, in recognition of the fact that DEH may be cheaper and more practical to install. Additional carbon reductions could potentially be achieved if more systems were replaced with ASHPs.

The model assumes that gas heating systems will be replaced with electric heating systems at a consistent rate (i.e. linearly) to 2030.

Vehicle mileage reduction

According to the 'Road to Zero' report: *'Evidence from 60,000 fleet drivers receiving training through the Energy Saving Trust (EST), a key partner supporting the efficient motoring agenda, gave an average 15% saving of fuel and CO₂ [...] Organisations that have incorporated a wider package of behavioural and procedural measures in managing their fleets (see the case study below) have delivered typical emission savings of between 10-30%.'*

In this report we have assumed a 10% reduction in mileage is possible across the organisation, based on case study evidence,³⁸ and that emissions from HGVs could decrease by up to 15%.

The model assumes that a 10% reduction in either journeys, vehicles, or miles travelled will result in a 10% reduction in CO₂e emissions from those vehicles. In reality, a travel strategy aimed at reducing emissions would likely seek to target certain types of trips, vehicles, or users, so this approach should be understood as a rough estimate. However, for the purpose of this analysis, it is considered sufficient to show a simple proportional reduction to highlight the relative scale of impact such a measure could have, relative to other interventions.

Impact of switching to ULEVs

Based on the estimated mileage for each vehicle type, we have re-calculated CO₂e emissions using BEIS Green Guide figures for electric vehicles.

Carbon savings from LZC energy generation

Carbon savings from LZC energy generation are based on the amount of national grid electricity that would be offset by renewable electricity.

The user inputs a total figure for the amount of LZC capacity that will be installed by 2030, and the model assumes that the total savings increase linearly up to that point.

An estimate is then made of the potential amount of renewable electricity that could be generated by those technologies (large-scale PV or wind). The electricity generation figure is multiplied by the CEF for a given year to provide an estimate of the total CO₂e savings in a given year.

- *Large-scale PV:* Assumed output of 800 kWh/kWp based on typical performance in the UK
- *Large-scale onshore wind:* Capacity factor based on renewable energy capacity and generation figures for Adur and Worthing, per BEIS, *'Renewable energy by Local Authority'* (2019)

³⁸ Department for Transport and Energy Saving Trust, *'Mileage Management – A Guide for Fleet Managers'* (2015). Available at: https://www.energysavingtrust.org.uk/sites/default/files/reports/4548_EST_A4_mileage_mmt_4.pdf

Note that, as the electricity grid decarbonises, more LZC energy generation is required to offset any residual emissions. Therefore, although the amount of LZC capacity is assumed to increase linearly, the savings per MW decrease as time goes on.

Carbon reductions from woodland creation and tree planting

Based on nation-wide statistics from the Woodland Carbon Code, new woodlands created from low-grade agricultural land have the potential to sequester around 356 tCO₂e per hectare over 100 years, or 3.56 tCO₂e per hectare per year on average.

It is assumed that the amount of new woodland increases linearly to 2030. Based on user inputs for the number of hectares planted, the model calculates the total potential carbon reduction potential. This is subtracted from the total estimated carbon emissions following adoption of all intervention measures, after accounting for renewable energy generation.

A.4 References

BEIS, 'Emissions reduction pledge 2020: Emissions reporting in public and higher education sectors' (2018). Available at: <https://www.gov.uk/government/publications/emissions-reduction-pledge-2020-emissions-reporting-in-public-and-higher-education-sectors>

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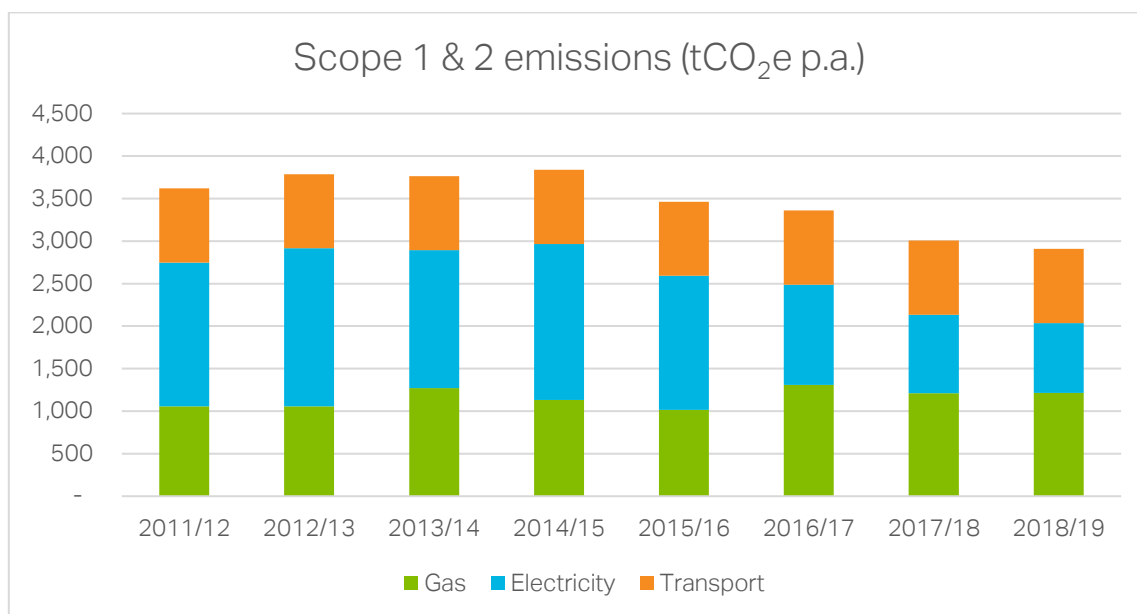
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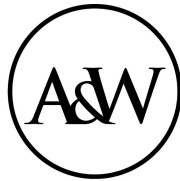
Appendix B – Historic Scope 1 & 2 emissions for Adur & Worthing Councils

Scope 1 & 2 emissions for the financial years 2011/12 through 2018/19 are presented below, based on the data and methodology as described in Appendix A.



Category	Fuel	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Non-Residential	Elec	894	982	1,005	922	820	598	491	484
	Gas	388	388	440	405	387	415	465	422
Residential	Elec	133	147	230	199	161	114	90	75
	Gas	415	415	409	359	354	350	369	346
External	Elec	576	633	277	619	511	400	284	205
Crematorium	Elec	88	97	110	94	83	67	58	57
	Gas	254	254	422	368	276	546	377	448
All categories	Elec	1,057	1,057	1,271	1,132	1,017	1,310	1,212	1,215
All categories	Gas	1,692	1,859	1,622	1,834	1,575	1,178	923	820
Transport	All	873	873	873	873	873	873	873	873
TOTAL	All	3,621	3,788	3,766	3,838	3,464	3,361	3,007	2,908

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ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 8

Key Decision No

Ward(s) Affected: All

SustainableAW Refresh - increasing ambition and deepening engagement

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

- 1.1. To update members on the successful implementation of *SustainableAW 2019-20*, the councils' framework for action on sustainability. In several areas, performance has excelled.
- 1.2. To present members with an improved version of *SustainableAW* for the 2020-23 period. This version introduces greater ambition; four additional areas of action; and proposes deeper engagement and collaboration with the local community and stakeholders.
- 1.3. Approval is being sought from members to adopt the new *Draft SustainableAW 2020-23*.
- 1.4. *SustainableAW* is intended to provide a framework to address the crisis in natural ecosystems and the Climate Emergency declared by members at Joint Strategic Committee on 9 July 2019.

2. Recommendations

- 2.1. To note the success of *SustainableAW 2019-2020*
- 2.2. To approve the adoption of *SustainableAW 2020-23*

3. Context

- 3.1. Joint Strategic Committee approved on 6 November 2018 the adoption of the council's new sustainability framework: *SustainableAW*. The framework intended:
 - 3.1.1. to highlight and draw together the ambitious range of environmental work being undertaken by the councils through *Platforms for our Places*, particularly in *Platform 3 Stewarding our Natural Resources*;
 - 3.1.2. to respond to pressing and complex environmental challenges faced locally and globally, in particular the Climate Emergency;
 - 3.1.3. to provide a cohesive sustainability programme, delivered in collaboration with local partners; and
 - 3.1.4. to set out key strands of sustainability activity through a focus on energy; waste; water; carbon reduction and biodiversity.

Review of first Year

- 3.2. Since its launch in November 2018, *SustainableAW* has become the known brand of sustainability action by Adur & Worthing Councils.
- 3.3. The first year of *SustainableAW* has seen momentous changes within the sustainability agenda. The greatest of these is the councils' declaration of Climate Emergency in July through which the councils committed to work towards becoming carbon neutral by 2030 and to produce a plan to achieve this. The plan is brought for approval to this committee in a separate paper ahead of the January 2020 target for completion. As such, Adur & Worthing Councils become the first local authority in East or West Sussex to develop their plan backing up their Climate Emergency declaration.
- 3.4. The councils also committed in January 2019 to 100% clean energy across Worthing and Adur by 2050 through the UK100 Cities Pledge. This was ahead of the government's own increased ambition to to adopt a net-zero greenhouse gas emissions target for 2050 for the whole UK economy on amending the Climate Change Act (2008) in June 2019.
- 3.5. A full review of the achievements and impact of Sustainable AW is attached at **appendix 1 SustainableAW Review of Success**. Some of the outstanding achievements are:
 - 3.5.1. The development of easitAdur & worthing, a travel discount scheme for employees of the council and businesses across Adur & Worthing now available to 25,000 employees.

- 3.5.2. The establishment of LEAP, the Local Energy Advice Partnership with Agility Eco, and West Sussex local authorities. This has benefited 121 residents with home energy visits where 528 energy saving measures were installed, giving savings of £232,000 through energy savings, energy switching and benefits identification.
- 3.5.3. Bathing water at Worthing Beach has achieved the target 'Excellent' standard, based on 2019 water quality testing by the Environment Agency as a result of collaboration between Southern Water and Worthing Borough Council over several years.
- 3.5.4. Following commitment to become Plastic Free and reduce the use of single use plastics, the councils have delivered Plastic Free election counts and a range of actions including supporting the launches of a further 3 community campaigns: Plastic Free Worthing (Transition Town Worthing), Refill Shoreham-by-Sea (Emma Criddle) and Refill Lancing (Keep Lancing Lovely).
- 3.5.5. Installed a further 20kW Solar PV array on the Shoreham Centre to deliver a predicted 32 tonnes of carbon savings annually from this and the Portland House 30kW PV array.
- 3.5.6. Developed a draft Adur & Worthing Local Cycling and Walking Infrastructure Plan as first take steps towards developing safer and easier cycling and walking provision across Adur and Worthing.

Greater ambition, wider engagement

- 3.6. A new version of SustainableAW has been developed. The level of ambition is increased, with new actions against all strands of the framework, and focus areas increased from 6 to 10. These can be seen at **appendix 2 SustainableAW Draft 2020-23 actions**.
- 3.7. The four new *SustainableAW strands* proposed are:
 - 3.7.1. Shared Leadership
 - 3.7.2. Food
 - 3.7.3. Climate Resilience
 - 3.7.4. Land use and Planning.
- 3.8. The *Shared Leadership* strand is intended to focus on and facilitate greater engagement and use of council influence across all the *SustainableAW* strands to drive greater action in response to the climate emergency and ecological crisis. Key actions include holding a large climate conference in March 2020 in collaboration with Worthing Climate Action Network and

Transition Town Worthing; and developing a Climate Plan for Adur and Worthing collaborating with local community and business partners.

- 3.9. The *Food* strand is help develop a fairer, more sustainable, local food system. Key actions include the setting up of a Food Partnership in Adur & Worthing, and exploring opportunities on council land for food projects.
- 3.10. The *Climate Resilience* strand is intended to better equip the local area to changes in climate taking into consideration different scenarios predicted. Key actions include developing resilient landscapes on council land and better understand and plan for predicted climate change across our place.
- 3.11. The *Land Use and Planning* strand focuses on reviewing and improving the Local Plans to ensure they address climate mitigation and adaptation, and develop a robust and aspirational response to the sustainability agenda.

A new format

- 3.12. A new format is proposed. Previously only actions undertaken by the councils in collaboration with partners were included in the framework. The new format will recognise the commitments of local organisations and businesses in creating a more sustainable Worthing and Adur independent of the council. These actions will be identified through extensive engagement with local stakeholders (see para 5).
- 3.13. The new format includes actions that the council deliver, as set out in appendix 2, and also the actions to be delivered by the community. A complete version of *SustainableAW* with council and community actions will be launched next year subject to approval of council actions.
- 3.14. The intention of introducing the new format is to:
 - 3.14.1. provide an opportunity to invite local stakeholders and organisations to provide commitments into the framework;
 - 3.14.2. recognise and promote the transformational work happening across Worthing and Adur community and voluntary sector, businesses, public sector and academic organisations;
 - 3.14.3. provide a basis for greater engagement between the councils and local groups and organisations;
 - 3.14.4. enable more networking opportunities across all sectors;
 - 3.14.5. bring greater public awareness to the wealth of activity happening locally and opportunities to get involved; and

- 3.14.6. facilitate us achieving more through working together, increasing capacity through working together.

4. Resources

- 4.1. To date the Council's Sustainability Service is supported across the directorates but has been directly resourced through one part time post. It is intended to develop a further two posts as a minimum: 1) a Carbon Reduction Manager, and 2) a Sustainability Project Manager. These will be funded through 1) the allocated capital budget in the proposed programmes, for technical support and project management to deliver the Carbon Reduction Plan; and 2) a proposal to invest in a new post which will be considered as part of the development of the 2020/21 revenue budget in February.
- 4.2. The delivery of SustainableAW is managed by the Director of Digital & Resources and will be supported and coordinated through a number of internal delivery groups set up specifically to deliver the *SustainableAW* strands.

5. Engagement and Communication

- 5.1. Consultation has been undertaken broadly across the councils with officers from all Directorates, and the Executive Cabinets of Adur District and Worthing Borough Council.
- 5.2. The views of local communities have been sought, in particular WCAN and TTW in the course of collaborating on the March 2020 climate event. It has become clear, from several meetings held with groups from across Adur and Worthing that there is a strong appetite from the community sector to collaborate closely with the councils on the response to the climate emergency. The new framework format is intended to facilitate this deeper collaboration.
- 5.3. An afternoon of workshops will be held at the planned Climate Conference in March 2020 inviting local stakeholders to sign up to and identify community and business actions that could be included in the new *SustainableAW* Engagement.
- 5.4. It is likely that new sub or action groups will be established on several of the works strands. These may perform similarly to the very successful A&W Walking and Cycling Action Group. In some cases new networking bodies may be set up, such as the proposed new Food Partnership.

- 5.5. A new Communication campaign will be delivered alongside *SustainableAW 2020-23* through the councils Communications Team. This will include regular updates and the publication of a new quarterly online magazine to showcase activities delivered under the framework, promoting the range of transformational activity and the rich diversity of organisations involved.

6. Financial Implications

- 6.1. Contained within the capital programme report elsewhere on the agenda are capital budgets to take forward an invest to save programme of works associated with the Carbon Reduction Plan as follows:

	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Adur	325	-	325	325
Worthing	411	-	400	400

This budget will be released on the presentation of a business case to the Executive Member of Resources which demonstrates that the savings arising from the proposals are sufficient to fund any associated debt charges. These budgets can be used to fund any professional and technical fees required to develop and manage the delivery of individual projects.

- 6.2. At this time, it is difficult to establish whether these budgets will be sufficient to fund all of the initiatives arising from the plan. If further funding is required, a report will be presented to members for approval outlining the associated business case.
- 6.3. As part of the Councils' commitment to the delivery of this programme of work, a proposal for a new post of Sustainability Manager will be considered as part of the 2020/21 revenue budget in February.
- 6.4. Details of how individual commitments will be funded are included at Appendix 2 - Adur & Worthing Sustainability Framework 2020-23

7. Legal Implications

- 7.1. Section 1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.
- 7.2. Section 111 of the Local Government Act 1972 provides the Council with the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.
- 7.3. The Climate Change Act 2018 sets out the Councils' statutory obligations in respect to climate change. The Climate Change Act 2008 (2050 Target Amendment) Order 2019 is a draft statutory instrument recently laid before Parliament and expected to become law in the near future, imposing further obligations in respect of sustainability, upon the Councils.

Background Papers

- [JSC Report 6 Nov 2018 'Stewarding our Environment Framework'](#)
- [SustainableAW, adopted November 2018](#)
- [Draft SustainableAW 2020-23](#)
- [Review of Success - SustainableAW 2019-20](#)
- [Climate Change Act 2008 \(2050 Target Amendment\) Order 2019](#)

Officer Contact Details:-

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Sustainability & Risk Assessment

1. Economic

Creating a more sustainable place to live and work contributes to creating a more prosperous place, attracting business and investment. The Framework involves collaboration with partners across all sectors.

2. Social

Social Value

The collaborative approach benefits local community organisations and businesses. Action under the food, energy, transport and water strands will benefit local residents and those on low incomes providing cost savings from energy, water and transport.

Equality Issues

Residents on low incomes will be able to directly benefit from energy and water bill savings

Community Safety Issues (Section 17)

Community Safety will be improved through the 'Transport' strand, with planned changes to the public realm, and improvements to cycling and walking infrastructure; and in the Biodiversity strand, planned parks projects.

Human Rights Issues

Matter considered and no issues identified.

3. Environmental

The framework is focused on environmental protection and enhancement.

4. Governance

The Environment Framework aligns with Platforms for our Places, focusing in and expanding on actions in Platform 3, Stewarding our Natural Resources. The new format with a greater levels of cross sector engagement and collaboration are intended to increase capacity to address risks from environmental changes such as those predicted through climate change; and to increase capacity and resource through working together.

Sustainable AW 2019-20: Review of success

ACTION	DETAIL	PARTNERS	FINANCE	REVIEW at Nov 2019
TRANSPORT: Supporting sustainable travel: cycling, walking, and public transport use				
1. improve council commuting and business travel	Adopt and implement a Travel Action Plan and measures to help staff to choose cycling, walking, car sharing and public transport.	Sustrans, Council staff	Revenue funding from existing budgets allocated to implement improvements recommended in the Travel Action Plan (e.g. more lockers and bike storage).	A staff Sustainable Travel Action Plan was produced and published January 2019. A working group is successfully delivering actions from the plan which include; discounted travel for staff under easitADUR & WORTHING; availability of free Donkey Bikes for business travel, including new locations of bikes at Worthing Station and Worthing TH; a new Cycle to Work scheme offering discount bikes; new secure cycle storage at Commerce Way; an Active Travel Day was held in October introducing benefits and offers to staff for cycling and walking and public transport.
2. improve Worthing public spaces for sustainable transport	Improve/upgrade spaces and places for sustainable transport in Worthing Town Centre from Worthing train station through the town centre to the seafront.	WSCC, key stakeholders (e.g. TCI) and local businesses	WSCC allocated £5m Growth Deal funding to begin improvements. Portland Road & South Street are in Phase 1. Further phases to be CIL and S106 funded.	Portland Road is currently going through detailed design in readiness for construction in 2020. Railway Approach is the next focus with preliminary designs underway, detailed work to be undertaken early 2020 (in line with the developments coming forward at Teville Gate). Work continues on future uses for South Street.
3. Improve cycling and walking infrastructure	Develop and adopt a Cycling & Walking Infrastructure Plan to improve safe routes for walking and cycling, and seek funding to	West Sussex Cycling and Walking Infrastructure Partnership, Dept of	Dept of Transport (DoT) finance secured for the Infrastructure Plan. Further funding to be sought from	A draft Local Cycling and Walking Infrastructure Plan has been published and is undergoing public consultation from November 13th 2019 - 6th January 2020. This aims to make sustainable means of transport the natural choice for shorter and part of longer journeys within the area. Key aims of the strategy include doubling cycling levels by 2025, reducing the

	implement these.	Transport, A&W Cycling and Walking Action group.	DoT for improvements identified in the plan.	rate of cyclists killed or seriously injured and increasing the percentage of children walking to school. The draft plan, which has been drawn up with extensive input from West Sussex County Council, community groups and other key stakeholders, identifies the creation of suggested preferred routes to form a new walking and cycling network across the area. Following consultation,
4. offer sustainable travel discounts for employees	Launch 'easit Adur & Worthing' offering travel discounts to council and local business staff.	easit, local businesses, travel providers	Funding to establish scheme will come from developer contributions for sustainable transport	EasitADUR&WORTHING was set up in Jan 2019 funded through developer contributions for sustainable transport. Easit was established to make it easier and cheaper for staff working in the council and businesses across Adur & Worthing to access discount sustainable travel, such as public transport, a range discounted bicycle and other offers. easitADUR&WORTHING is now available to 25 Organisations that have signed up to the scheme, representing approx 26,000 staff. the percentage of staff registered as members has increased from 8 to 14.5% far exceeding easit targets. Organisations signed up include: Abby Philips; AIG Europe Ltd; Adur & Worthing Councils; Brighton & Hove Albion F.C; Colonnade House; Cox Powertrain Ltd; Egalite Care Limited; Emerald Finance Ltd; Equiniti Group ; Fireco Limited; Greater Brighton Metropolitan College; GSK; Higgidy Limited; Infinity Foods Co-operative Ltd; Mosaic Online; Systems; Paper Round South East; Pier 2 Pier Care Services Limited; Pitch Publishing Limited; Stratospheric Ltd; Southdown Housing; Sussex Partnership NHS Foundation Trust; The Proto Restaurant Group; West Sussex County Council; Western Sussex Hospitals NHS Foundation Trust (Worthing and Southlands Hospitals).
5. support electric vehicle uptake to	Deliver further public electric vehicle charge points and seek funding for further expansion,	West Sussex EV Partnership, Highways England.	Highways England funding obtained to install A&W's first public rapid	A rapid charger has been installed at Lancing Leisure Centre. Slow progress between 2019-20 in installation of charging infrastructure is likely to be superseded by imminent and significant increase as a result of: the Innovate UK funded

improve air quality	explore electric vehicles for council use.		chargepoint. Need seek funding for further points and explore viability for EV for fleet.	<p>Smarthubs SLES project between 2020-22 which plans installation of 250 chargepoints largely in Adur & Worthing; as a result of the West Sussex EV Strategy due to be adopted in spring 2020 and followed by rollout of 7,000 EV charging points by 2030 across West Sussex; and through commercial activity.</p> <p>In July 2019 JSC approved the purchase of the first vans for the council fleet as part of the planned transition of the council fleet to ultra low emission vehicles as part of the fleet replacement programme.</p>
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ENERGY: Making energy clean, smart, secure and affordable

6. help residents stay well and warm with lower energy bills	Deliver a 'Local Energy Advice Partnership' over 3 years offering home visits, energy advice, installation of energy saving measures, and further services to households on low incomes.	West Sussex Affordable Warmth Partnership, Agility Eco.	Fully funded by energy suppliers under Warm Homes Discount Industry Initiatives. No financial cost to the council.	<p>LEAP is the energy advice service offering home visits, energy efficiency installations, energy switching, benefit checking, referrals on to greater funded energy improvements. The October 2019 summary of LEAP activity shows that Adur & Worthing are easily leading the West Sussex LAs engaged in the LEAP programme with 121 home visits delivered to AW households compared to 66 across three other councils.</p> <p>As a result, Agility Eco who deliver the LEAP programme, have secured further funding from Energy Companies to allocate additional resources to West Sussex. In 2019-19 funding enabled delivery of 370 completed LEAP home visits in WS, this is now increased to 550.</p> <p><u>LEAP Management Report, October 2019. No of referrals and home visits per LA area.</u></p> <table border="1" data-bbox="1346 1209 1928 1353"> <thead> <tr> <th data-bbox="1355 1216 1680 1295">Local Council</th> <th data-bbox="1684 1216 1919 1295">Completed LEAP home visits</th> </tr> </thead> <tbody> <tr> <td data-bbox="1355 1299 1680 1347">Adur & Worthing Councils</td> <td data-bbox="1684 1299 1919 1347">121</td> </tr> </tbody> </table>	Local Council	Completed LEAP home visits	Adur & Worthing Councils	121
Local Council	Completed LEAP home visits							
Adur & Worthing Councils	121							

				<table border="1"> <tr> <td>Crawley Borough Council</td> <td>20</td> </tr> <tr> <td>Horsham District Council</td> <td>30</td> </tr> <tr> <td>Mid Sussex District Council</td> <td>16</td> </tr> </table> <p><u>Impact of LEAP for Adur & Worthing residents. October 2018 - October 2019</u></p> <table border="1"> <thead> <tr> <th></th> <th>Adur</th> <th>Worthing</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Home visits</td> <td>74</td> <td>47</td> <td>121</td> </tr> <tr> <td>Grand total of savings to residents</td> <td>£141,062</td> <td>£91,317</td> <td>£232,379</td> </tr> <tr> <td>Energy measures installed</td> <td>528</td> <td>347</td> <td>875</td> </tr> <tr> <td>Total carbon savings (tonnes)</td> <td>262</td> <td>189</td> <td>450</td> </tr> </tbody> </table>	Crawley Borough Council	20	Horsham District Council	30	Mid Sussex District Council	16		Adur	Worthing	Total	Home visits	74	47	121	Grand total of savings to residents	£141,062	£91,317	£232,379	Energy measures installed	528	347	875	Total carbon savings (tonnes)	262	189	450
Crawley Borough Council	20																													
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7. increase council solar energy	Install further solar photovoltaic panels to supply clean, free electricity to council buildings.	Installers, West Sussex County Council	Finance allocated for energy saving and renewable energy as spend to save 2019-20.	A 20kW solar photovoltaic array was installed at the Shoreham Centre in March 2019. This is the councils second solar PV array installation, following the installation of the 40kW array at Portland House in 2018 with combined are predicted to save 32 tonnes of carbon emissions a year. The amount of solar PV installed at council sites is expected to increase dramatically over the next 2 years as a result of the Innovate UK funded Smarthubs SLES project.																										

<p>8. investigate a smartgrid for Worthing Civic Site</p>	<p>Explore feasibility for a smart grid connecting Worthing Civic Site buildings. Delivering energy and cost reductions through increased efficiency, renewable energy, efficient controls, smart metering, smart transport solutions and battery storage.</p>	<p>West Sussex County Council</p>	<p>Finance for a feasibility study to be provided and commissioned by West Sussex County Council.</p>	<p>BEIS Funding has been sought through the Heat Network Delivery Unit for a Worthing Civic Quarter Heat Network Feasibility Study to explore options to create a heat network connecting the large civic buildings on this site. This project is closely linked to the Councils' Carbon Reduction Plan which identifies the need to decarbonise heating of council assets through converting away from gas boilers to heat pump technology. Gas boilers in the Town Hall and Portland House are in need of replacement. The opportunity of installing a ground source heat pump will be explored and has potential to link with the proposed redevelopment of the Worthing Civic site.</p> <p>Innovate UK Smarthubs Smart Local Energy Systems (SLES) project is due to commence 2020-2022 to deliver smart energy, heat and transport across council sites by March 2022.</p>
<p>WASTE: Minimising waste, increasing recycling and reuse</p>				
<p>9. increase recycling rate to 50% by 2020</p>	<p>A range of actions to improve the recycling rate. Changing collection methods, delivering an awareness and behaviour change campaign to increase recycling rates and reduce waste produced. Increasing recycling of non residential waste streams</p>	<p>West Sussex County Council and West Sussex Authorities</p>	<p>Financed through recycling credits earned through WSCC and income from commercial waste activities and green waste collection.</p>	<p>WSCC overall 2020 target reached, however improvement is required within A&W before local 2020 target met. West Sussex household waste sent for reuse, recycling or composting reached 51.94% for 18/19. AWC will analyse data in the new year to ascertain the effects of alternate weekly collection in Adur and Worthing. There will be a continued push to bring AWC levels up to the overall stated County % level. Food waste collection/minimisation would drive the recycling rate up and this will be considered in the context of the response to the Government's Waste and Resources Strategy consultation that is due in 2020.</p>
<p>10. Wastebuster recycling and</p>	<p>Provision of an educational tool for pupils to encourage</p>	<p>West Sussex County Council and West</p>	<p>Financed through recycling credits earned through</p>	<p>Wastebusters will still be funded by WSCC despite changes to recycling credits. "Mia recycles" scheme has been rolled out and will be used in the run up to Christmas.</p>

minimisation program for schools	waste reduction recycling and reuse.	Sussex Authorities.	WSCC.	
11. Pledge to become Plastic Free Council	Become a 'Plastic Free' Council identifying and reducing single use plastics and supporting community action with the Refill and Plastic Free campaigns.	Worthing Climate Action Network, Transition Town Worthing, Surfers Against Sewage	Delivered with existing capacity. Costs for changes in plastic use to be assessed case by case.	<p>Following the commitment to become Plastic Free and work with the community to reduce use of single use plastics, the councils have supported the launches of a further 3 community campaigns: Plastic Free Worthing (Transition Town Worthing), Refill Shoreham-by-Sea (Emma Criddle) and Refill Lancing (Keep Lancing Lovely)</p> <p>A Plastics Working Group has been meeting quarterly chaired by Cllr Humphries to reduce the use of single use plastics across the councils. A draft Plastic Free Council Strategy has been produced and a single use plastics audit has been undertaken to assess single use plastics use across the councils. Measures are being taken to implement findings. Progress has already been made:</p> <ul style="list-style-type: none"> ● Many council services have provided staff with refillable bottles including almost 200 staff in the Waste & Parks. ● The councils has posted over 25 council owned 'Refill' stations on the Refill app to enable the public to fill up ● Election counts have become plastic free. ● Democratic services has ceased sending committee reports in plastic envelopes using paper instead. ● The council is delivering a massive campaign to improve recycling rates across Adur & Worthing. ● The Waste Team and the Beach Office support hundreds of litter picks on the beaches and parks every year ● The Events Team has added information on reduction of single use plastics into its Outdoor Events Policy.
WATER: Improving water quality and reducing water use				

<p>12. improve Worthing's Bathing Water Quality to 'excellent' by 2020</p>	<p>Worthing Bathing Water Enhancement Project works with local residents to raise bathing water quality to an 'excellent' standard by 2020 by reducing pollution from mis-connections, animal faeces on beaches, and providing extra sewer maintenance and cleansing.</p>	<p>Southern Water, WSCC, Environment Agency, PH&R</p>	<p>£2.7 mill investment in improvements by Southern Water</p>	<p>Bathing water at Worthing Beach has in 2019 met the 'Excellent' standard, based on the results of water quality testing carried out by the Environment Agency during the 2019 bathing season.</p> <p>This is a result of the multi-million pound investment by Southern Water to improve bathing water quality in Worthing working in close partnership with Worthing Borough Council over the course of several years. This has included extensive joint work to pinpoint and eliminate sewer misconnections locally (when foul water from properties is misdirected into surface water drains which flow to Worthing beach) and implementing a range of measures to help prevent dog and bird fouling on/near the beach, key factors that have impacted bathing water quality adversely in the past and which need to be effectively managed on an ongoing basis.</p>
<p>13. make savings on water bills, reduce water use</p>	<p>Launch a campaign with Southern Water providing home visits offering water saving gadgets and advice on how to save money on water bills by reducing home and garden water use.</p>	<p>Southern Water, Aqualogic</p>	<p>Fully financed by Southern Water</p>	<p>A campaign was delivered to Adur & Worthing residents by Southern Water, supported by Adur & Worthing councils providing home visits. These included provision of water efficiency measures and assessments, and advice about water saving measures and behaviour that could save residents water use and money on their bills.</p>
<p>CARBON REDUCTION: Reducing carbon emissions</p>				
<p>14. Pledge 100% Clean Energy by 2050 with UK 100 Cities</p>	<p>Pledge with the UK100 Cities network to 100% clean energy by 2050, endeavouring to ensure our communities have warm homes; secure,</p>	<p>UK100 Cities Network</p>	<p>No cost to join UK100 Cities network.</p>	<p>Leaders of both councils signed up to the UK100 Cities Pledge in Jan 2019. The councils are now working towards the 2050 target and in 2020 will produce a cross sectoral plan for Adur & Worthing, creating a pathway to the 2050 target.</p>

	affordable energy; breathe clean air; drink clean water; and live in a town of which they can be proud.			
15. Produce a carbon reduction plan	Develop a plan to reduce carbon emissions locally to meet the 2050 net zero carbon target.		Finance must be identified to develop a Carbon Reduction Plan.	The councils declared Climate Emergency in July 2019 have committed to work towards becoming carbon neutral by 2030 and to produce a Plan to achieve this by Jan 2020. A Plan has been produced and is being taken to December 2019 JSC seeking approval to formally adopt the plan. This introduces a new level of ambition which far exceeds previous ambition.
16. Pledge 2020 Emissions Reduction with Government	Sign up to the government's voluntary Emissions Reduction Pledge 2020, to report on annual energy use and emissions 2018-19 and 2019-20.	Team Energy, BEIS	No direct costs associated with reporting.	Leaders of both councils signed up to the BEIS 2020 Emissions Reduction Pledge in Jan 2019. A report to government was submitted in October 2019. The councils have achieved a reduction in Scope 1&2 carbon emissions of 23% between 2013 and 2019. Carbon reductions will be audited and reported annually on the council website.
BIODIVERSITY: Protecting and enhancing our natural environment				
17. protect and enhance biodiversity at Highdown Gardens	Protect the unique National Chalk Plant Collection at Highdown Gardens and improve accessibility and visitor experience	Heritage Lottery Fund, South Downs National Park, Plant Heritage, Millenium seed bank (Wakehurst College) Plumpton College & Worthing	Heritage Lottery Fund provided 90% finance to produce a Stage 2 bid. Match funding from WBC and SDNP. (Full value £1m)	Delivery of this program is well under way with the funding now being secured. Garden will close over the winter months for the start of the major infrastructure works on site. Work already started with Kew gardens re seed gathering to preserve the collection

		Museum		
18. improve biodiversity at Brooklands Park	Adopt and implement Brooklands Park masterplan, completing transformation into a science adventure destination park. Improving and significantly enhancing biodiversity, accessibility for all and visitor experience.	Friends of Brooklands Park & others to be determined	WBC Capital Investment, Private Business Investment, Corporate Sponsorship, external grant funding.	Details of the plan are being drawn together which includes creating new areas on site to increase biodiversity. The areas are also being created as test areas that can be used as a best practice within our areas of work / defined landscapes and habitat space. The plans are reflecting increased accessibility and the visitor experience in more detail as we start to progress and move through the delivery of this project.
19. improve biodiversity in all our parks, 2 Green Flags a year	Improve the biodiversity, and the community and environmental value of parks by achieving Green Flag status for a further 2 parks every year.	Friends of Groups, appropriate stakeholder groups	Delivered through existing revenue resources	For 2019 there was 1 new Green Flag award obtained. For 2020, there will be 2 new sites submitted for the award. All the management plans have been rewritten for all of the present sites to ensure that biodiversity is a major aspect of the plans. Ensuring that for the plans going forward over 5 years that there is an increase in biodiversity and change in our landscape management to enable this.

DRAFT

ADUR & WORTHING SUSTAINABILITY FRAMEWORK 2020-23

Adur & Worthing Councils are committed to addressing the nature and climate emergency. Because we have greater impact by working together, this plan is shared with our local community and business partners. These are our key action areas as part of our long term vision for a sustainable Adur & Worthing:

Commitment	Detail	External partners	Timescale	Finance
1 SHARED LEADERSHIP - Deepening engagement and capacity for Sustainability				
Hold climate conference with WCAN and TTW	Hold a climate event bringing business and communities together to engage on coordinated action.	TTW, WCAN.	March 2020	Existing budget and fundraising with WCAN and TTW.
Deepen SustainableAW engagement, improve communication	Coordinate community & business action Communication campaign.	Cross sector engagement.	2020-21	Existing budget
Develop Adur & Worthing Climate Emergency Plan	Develop an action plan for carbon reduction across Worthing and Adur.	Cross sector engagement.	Dec 2020	Existing budget
2 CARBON REDUCTION - Becoming carbon neutral by 2030				
Adopt and implement the council Carbon Neutral Plan	Adopt council Carbon Neutral Plan.	AECOM, partners and businesses.	March 2020	Allocated budget through council Investment Strategy, SALIX finance, SLES Smarthubs, Innovate UK funding, BEIS, Heat Network Implementation Programme funding.
Decarbonise council transport, heat and energy	Deliver yearly carbon reductions via energy and transport projects	BEIS, WSCC, contractors, leaseholders	Report every Dec	The acquisition of new vehicles are funded as part of the capital programme.
Expand resources for council decarbonisation	Establish a SALIX fund, set up new council posts and systems for decarbonisation	BEIS, WSCC	June 2021	With match funding from allocated budget in the council Investment Strategy. Potential long term savings.

3 ENERGY - Transitioning to clean, smart, secure, affordable energy				
Deliver Smart Local Energy Systems (SLES) in Adur & Worthing	Install EV charging, PV, battery storage and heat pumps through the Innovate UK project	WSCC, SLES Consortium.	April 2022	Innovate UK funding and match funding from private sector via SLES Consortium partners. Potential long term savings.
Deliver solar PV programmes across council and area	Provide discount PV offers to residents through Solar Together programme	WSCC, YES, iChoosr.	Annually from April 2020.	Self financing programme offering discounts to residents via bulk buying.
Explore Heat Network for Worthing Civic Quarter	Seek Govt funding, explore feasibility and begin implementation if viable of a site heat network	BEIS, WSCC.	Dec 2022	Funding sought from Govt Heat Network Delivery Unit. Finance for implementation can be sought from BEIS Heat Network Implementation Programme. Potential long term savings.
4 WATER - Improving water quality and reducing water consumption				
Improve council water efficiency	Conduct detailed review and install water saving measures at council sites	Water Utilities, Team Energy.	Dec 2021	Allocated finance through Council Investment Strategy. Potential long term savings.
Obtain and maintain Blue Flag awards for foreshore	Obtain and maintain Blue Flag awards for the foreshore area	SW, IFCA, EA, Keep Britain Tidy.	March 2021	Finance?
5 BIODIVERSITY - Creating space for tree-planting, biodiversity and wildflowers				
Develop tree planting campaign	Develop a major campaign and tackle challenge of ash dieback	Woodland Trust, SDNP, WSCC, community.	March 2021	Finance to address ash dieback and replanting allocated in 2021/22 Capital Programme and for new arboricultural resource approved at JSC Oct 2019. Further resources for tree planting will be explored.
Increase parks awarded Green	Improve environmental management and number	Keep Britain Tidy,	May 2020	Within existing Parks budgets.

Flag status	of parks awarded Green Flags	community.		
Improve biodiversity in open spaces	Identify areas for community led planting and growing to create resilient landscapes	TCV, SWT, SDNP, RSPB.	March 2021	Capital budgets to improve biodiversity included within the draft capital budgets for 2021/22. Lottery funding through TCV Growing Communities. Further funding to be explored.
6 WASTE REDUCTION - Reducing waste, increasing reuse, recycling and composting				
Trial new commercial food waste collection	Trial new food waste collection through commercial waste services	Business partner to be contracted.	August 2021	This initiative will be self financing with the cost of the service being recouped via the charges made for the service
Adopt and implement Plastic Free Council strategy	Reduce the use of single use plastics across the council support local businesses and communities likewise.	Community, Business, contractors, tenants, leaseholders, stakeholders	2020-21	Within existing budgets
Implement the UK Waste and Resources Strategy locally	Supporting a range of recyclables, potential food waste collection, and producer pays systems	WSCC, community.	Sept 2021	An initial allocation is contained within the 5 year forecast which will be refined once the Council has information regarding the level of support from WSCC and central Government
7 TRANSPORT - Shifting to sustainable transport and improving air quality				
Adopt and implement Local Cycling & Walking Infrastructure Plan	Consult. Review, amend, adopt. Seek funding and implement improvements	WSCC, DfT, Highways England, Sustrans.	Jan 2020. March 2020. 2020-23	Finance for improvements to be sought from DfT, Developer Contributions and other sources.
Improve air quality and install EV charge points at council sites	Partner with WSCC and installer to: increase EV charging infrastructure. Work with WSCC and Highways England on AQ	WSCC, Highways England	March 2021 2020-23;	EV installation though WSCC roll out fully funded by installers. AQ work though existing AWC Public

				Health budget.
Decarbonise staff travel, implement Travel Action Plan	Incentivise active travel, EV use, car sharing, public transport	easit, SODEXO, Donkey Bikes, Fleet contract.	June 2021	Potential financial savings.
8 FOOD - Develop a fairer, more sustainable, local food system				
Facilitate development of a new Food Partnership	Strengthen local networks to create a more sustainable food system and circular economy	Community, business partners, Food Matters, stakeholders	Dec 2022	Not for profit consultancy Food Matters are seeking funding for Food Mapping as an element of this work.
Explore council land for food, tree and rewilding projects	Map council owned land, existing projects, for food, rewilding, tree planting opportunities	Food Matters, community and business stakeholders	Dec 2020	Finance must be sought for project delivery with business and community partners.
9 CLIMATE RESILIENCE - Improving the climate resilience of Adur & Worthing				
Improve drought, heatwave, extreme cold plans	Ensure robust council policy, responses in place	EA, WSCC, Highways England.	Dec 2021	Within existing budgets
Improve flood risk management plans	Ensure robust council policy, responses in place	EA, WSCC, Highways England.	Dec 2021	Within existing budgets The Councils have revenue and capital budgets in place to meet it's obligations with respect to coastal defences and flood risks.
Create resilient landscapes on council land	Work to create resilient landscapes with diverse stock, across urban and green areas	EA, SDNP, SWT, SWT.	Ongoing	From within existing budgets
10 LAND USE & PLANNING - Sustainable Planning and Development Management				
Ensure Local Plans address climate and nature emergency	Ensure robust approach to climate adaptation, mitigation, biodiversity net gain, with local agents, RTPI, LGA. Ongoing.	RTPI, LGA, Planning Inspectorate, local consultees, developers	Subject to Local Development Scheme timetables	Within existing budgets
Improve Local Plans approach	Embed the Air Quality Emissions Mitigation	RTPI, LGA, Planning	Subject to Local	Within existing budgets

to air quality	approach within the Worthing Local Plan with WSCC, Sussex Air. 2023	Inspectorate, local consultees, developers	Development Scheme timetables	
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ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 9

Key Decision: No

Ward(s) Affected: All

2nd Revenue Budget Monitoring Report (Q2)

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

1.1 This report updates the Joint Strategic Committee with the latest expenditure and income projections for each Council in the current financial year 2019/20, compared to the Revenue Budget approved by both Councils in February. Whilst the 'spend to date' will be the position as at the 30th September 2019, the forecast position will reflect the latest information available to ensure an up-to-date forecast is presented.

The Councils have positioned themselves to manage risk and contribute to reserves for the future. After allowing for the initiatives undertaken to enable this and for the revision of project delivery into the future, the operational underspends are projected to be £140,000 in Adur and £164,000 in Worthing.

1.2 The following appendices have been attached to this report:

- (i) **Appendix 1**
 - (a) Adur Summary
 - (b) Adur Use of Earmarked Reserves
- (ii) **Appendix 2**
 - (a) Worthing Summary
 - (b) Worthing Use of Earmarked Reserves
- (iii) **Appendix 3** HRA Summary
- (iv) **Appendix 4**
 - (a) Table of Variations over £20,000
 - (b) Table of movements over £50,000 between quarter 1 and 2

2. Recommendations

- 2.1 The Joint Strategic Committee is asked to note the report and projected outturn position for the Joint Committee, Adur District Council and Worthing Borough Council against the approved revenue budgets and proposed use of reserves (Appendix 1b and 2b).

3. Context

- 3.1 The Joint Strategic Committee considered the 5-year forecast for 2019/20 to 2023/24 on 4th December 2018.
- 3.2 The report outlined the financial context, and updated the outline 5 year forecast, the key budget pressures and the savings proposals for addressing the budget gap for Adur and Worthing Councils. The report built on the strategy first proposed in 2016/17 whose strategic aim was to ensure that the Councils would become community funded by 2020 reliant, by then, only on income from trading and commercial activities, council tax income and business rate income.
- 3.3 The successful delivery of the strategy is fundamentally changing how the Councils are funded. The Councils are moving increasingly away from ever reducing government funding towards funding from the local community via Council Tax and Business Rates, and will become increasingly reliant on income from commercial activities.
- 3.4 As part of the 2019/20 budget the Councils committed to savings of £0.767m for Adur District Council and £1.373m for Worthing Borough Council to produce a balanced budget and to address the reduction in Government support. Services were required to carry out efficiency, procurement and base budget reviews to identify where income could be increased or expenditure reduced. Current budget monitoring indicates that the majority of these savings are being delivered as expected.

4. Issues for consideration - Revenue 2019/2020 Forecast

4.1 The current year end forecasts indicate, that at this early stage, the operational position will be a net operational underspend by services of £140,000 in Adur and £164,000 in Worthing. This includes meeting the challenges of significant savings requirements to balance the 2019/20 budget. The main factors influencing the level of spend are discussed in detail in section 4.9 of the report.

4.2 Following the LGA peer review which referenced the low level of the reserves, the Councils have positioned themselves to better manage risk and contribute to reserves for the future through three separate initiatives:

- The centralisation of inflation provisions which if not needed will contribute to the savings required in 2020/21. Currently the Council expects £88k for the Joint service, £5k for Adur and £100k for Worthing to be unspent at the year end;
- The creation of contingency budgets for areas of uncertainty in the budget. For 2019/20, the Councils set aside £300k for the risks associated with the changes to the County's supported housing budget. This contingency remains largely unused and will be placed into reserves at the year end; and
- Accelerating savings initiatives where possible - including the investment by the Strategic Property Investment Fund and generating additional commercial income.

Consequently, members should expect the Councils to underspend this year as a result of these proactive measures as highlighted in the table at 4.3.

4.3 The current year-end forecasts are comprised of a number of elements as set out in the table below:

2019/20 Forecast Outturn	Adur £000	Worthing £000
<u>Over/(under)spend in operational services – including share from Joint</u>	(140)	(164)
<u>Underspend against Supported Housing contingency budget</u>	(57)	(133)
<u>Reduced borrowing requirement:</u> A lower than forecast call on the MRP (provision to repay debt) and net interest in 2019/20, due to reprofiling of the capital programme already adjusted for in 2020/21 budget.	(50)	(280)
<u>Budgeted contributions to reserves:</u>		
Set aside for inflation	(35)	(197)
Allowance for Investment Property voids	(100)	(150)
Strategic Investment Property - accelerated purchases	(460)	(441)
<u>Budget provision related to timing differences:</u> Project funding to Carry forward to 2020/21 for projects that have yet to commence or will complete next year (Major Projects and Business Development)	(47)	(202)
Net over/(under) spend before contributions to/from Reserves	(889)	(1,567)

4.4 The key factors underpinning the current financial position include:

- An underspend in the Minimum Revenue Provision (MRP) and net interest budgets for Worthing Borough Council. The budgets are calculated on both the historic financing of previous years capital programmes and the impact of financing the current years capital spend. Changes to the expected spend, interest rate forecasts, and the associated level of borrowing have reduced the expected cost in 2020/21.

- Increased income from the Strategic Property Investment Fund. The fund has been successful in identifying suitable properties to acquire, and the associated income is benefiting the budget in 2019/20.

Once the above items are taken into account, including the contribution from reserves, the operational position is a net underspend by services of £140,000 in Adur and £164,000 in Worthing. The factors influencing the operational position have been addressed as part of the 2019/20 revenue budget.

4.5 In summary the overall revenue outturn projections reported for Q2 are as follows:

Summary of 1st Quarter Budget Monitoring Report			
	Joint	Adur	Worthing
	£000s	£000s	£000s
Current Budget 2019/20	22,353	8,721	15,452
Projected outturn	22,523	7,832	13,885
Projected Forecast over/ (underspend)	170	(889)	(1,567)
Projected over/(underspend) percentage	0.8%	(10.2%)	(10.1%)

Comparison to the Q1 forecast:

	Joint	Adur	Worthing
	£'000	£'000	£'000
Forecast Over / (Under) spend Q2	170	(889)	(1,567)
Forecast Over / (Under) spend Q1	52	(932)	(1,570)
Change from Q2 to Q3: (Improvement) / Deterioration	118	43	3

4.6 In the table below, projections have been separated between authority and by Income and Expenditure, to indicate the level of overall under/overspend of costs and the over/under achievement of income targets.

	Expenditure	Income	Net Total
Joint	£'000	£'000	£'000
Budget	29,340	(6,987)	22,353
Forecast	29,280	(6,757)	22,523
Projected Forecast (Under)/ Overspend	(60)	230	170
Forecast varaince percentage	-0.20%	3.29%	0.76%
Adur	£'000	£'000	£'000
Budget	34,347	(25,626)	8,721
Forecast	33,157	(25,393)	7,764
Authority Projected Forecast (Under)/ Overspend	(1,190)	233	(957)
Share of Joint (Under) / Overspend	(24)	92	68
Authority Projected Forecast (Under) / Overspend	(1,214)	325	(889)
Forecast varaince percentage	-3.53%	1.27%	-10.20%
Worthing	£'000	£'000	£'000
Budget	66,857	(51,404)	15,452
Forecast	67,658	(53,875)	13,783
Authority Projected Forecast (Under)/Overspend	801	(2,470)	(1,669)
Share of Joint (Under) / Overspend	(36)	138	102
Authority Projected Forecast (Under)/ Overspend	765	(2,332)	(1,567)
Forecast varaince percentage	1.14%	-4.54%	-10.14%

4.7 The Joint Strategic Committee (JSC) is asked to consider:-

- the current projections of variances in the two Councils' General Fund Revenue Budgets;
- the current projections of variances in the Adur Housing Revenue Account; and
- any amendments and virements to budgets for each Council which may require a recommendation onto Council for approval;

4.8 Most of these services are subject to closer monitoring because they meet one or more of the following criteria:-

- Demand led
- Income based
- Specialist
- Significant changes to the service are being made in the near future.

4.9 We adopt a more structured approach to services which have more volatile budgets or hard to predict income streams. For 2019/20, these services are:-

- Crematorium
- Development Management
- Homelessness
- Theatres
- Commercial Waste
- Car Parking
- Cross cutting services including maintenance and utilities

4.10 Headline budget variations across both the Councils' and the Joint account

4.10.1 Car Parks

Worthing car parks budgets are projected to be £28,000 below target for the full year. The temporary surface car park at Teville Gate was expected to be operational from April 2019 but did not open until the last week in July; and the footfall has been below than estimated. In addition the proposed evening tariffs in some surface car parks have not yet been implemented.

Adur income is currently expected to over achieve its target by £55,000.

4.10.2 Housing

The demand for emergency and temporary accommodation continues to be a cost pressure due to the rising demand across the South East, including Adur and Worthing, and the lack of housing supply for those needing affordable accommodation, whether this is to prevent homelessness or to move people on from emergency accommodation. Currently the caseload numbers for Adur and Worthing are 42 and 131 respectively.

Across the South East there is competing demand between local authorities for both emergency and temporary accommodation, the latter often being leased private sector accommodation.

Whilst Adur and Worthing have made significant progress in leasing more affordable units of temporary accommodation, competition does mean that prices in some areas (e.g. Worthing) are being pushed beyond the reach of the Councils, and the supply of suitable emergency and temporary accommodation within the Borough is reduced.

At the end of Quarter 2, there is a projected underspend of £138,000 in Adur and an overspend of £3,000 in Worthing. This estimate assumes the current caseload numbers in temporary accommodation increase by an average per month of 1 in Adur and 2 in Worthing, with an average room rate per night of £45 in Adur and £44 in Worthing. Also built into the projections are the 40+ units of leased, affordable temporary accommodation, which are due to come on stream in the coming months, as is phase 1 of the Worthing Borough Council owned accommodation at Downview (9 units).

Housing Management - Full Year forecast						
	2018/19			2019/20 - Full Year Projection		
	Budget for Year	Actual for Year	Variance for Year Over / (Under)	Budget for Year	Forecast for Year	Projected Variance for year Over / (Under)
	£'000	£'000	£'000	£'000	£'000	£'000
ADUR						
ETA Expenditure	635	769	134	907	664	(242)
ETA rental income	(411)	(325)	86	(379)	(274)	103
Grant funding	-	(206)	(206)	(140)	(139)	1
	223	238	15	388	251	(138)
WORTHING						
ETA Expenditure	1,267	1,724	457	1,814	1,949	135
ETA rental income	(589)	(685)	(96)	(689)	(819)	(130)
Grant funding	-	(233)	(233)	(150)	(152)	(2)
	678	807	129	976	979	3
	901	1,044	143	1,364	1,230	(134)

Housing Management - Comparative Financial position at September						
	2018/19 Year to Date			2019/20 Year to Date		
	Budget to P6	Actual to P6	Variance to P6 Over / (Under)	Budget to P6	Actual to P6	Variance to P6 Over / (Under)
	£'000	£'000	£'000	£'000	£'000	£'000
ADUR						
ETA Expenditure	318	372	54	453	299	(155)
ETA rental income	(206)	(153)	53	(189)	(145)	44
Grant Funding	-	(206)	(206)	(140)	(139)	1
	112	12	(99)	124	15	(109)
WORTHING						
ETA Expenditure	633	803	170	907	847	(60)
ETA rental income	(294)	(331)	(37)	(344)	(415)	(71)
Grant Funding	-	(138)	(138)	(150)	(152)	(2)
	339	335	(4)	413	279	(133)
	451	347	(104)	537	294	(242)

It should also be noted that the 2019/20 budget included a £300,000 allowance for supported housing cost pressures expected as a result of reduced housing budgets from West Sussex County Council. A cross county task and finish group has been established to address the challenges presented by the County Council's decision to cut these budgets and has been successful in; reaching consensus as to how best to use funds available; agreeing shared solutions to some specific issues and support the recommissioning of the supported housing programme, using better insight and intelligence as to the current and future needs of our most vulnerable residents. As a consequence the full budget is unlikely to be required this year. Currently is is anticipated that there will be an underspend of £190,000 against this contingency.

4.10.3 Environment - Waste and Recycling

With the rollout of alternate weekly collection, there has been some additional uptake for green bins, but it is hard to predict to what extent this will continue, green bin income is currently on budget. Income for green sacks and bulky waste are marginally below the target to meet the income budget with a respective £43,000 and £11,000 shortfall currently projected.

Prior to alternate weekly collection going live there has been a reduction in the amount of recycling credit income from WSCC which is currently forecast to be an estimated £140,000 lower than budget for the year. This is attributed to an uncommunicated WSCC deduction for contamination in the first quarter. Whether these levels of contamination continue throughout the year is yet unknown, however teams are focussing on education and

resident engagement in those areas where contamination levels are known to be high. This deduction is being queried. The recycling credit forecast has used a lower payment rate for recycling than will be actually realised. This should offset deductions for contamination, but only slightly.

Current activity within the trade waste service indicates that Adur is projected to be broadly on budget, whereas Worthing is predicted to have a net shortfall, with income £15,000 below budget for the year and tipping costs projected to be £25,000 higher. New business is unpredictable, and in-year account prospects are not accounted for here, but it is expected that at least part of the shortfall will be offset before the end of the year.

4.10.4 Environment - Bereavement Services

Net income for the Cemeteries in both authorities is projected to fall marginally short of the budget (£10,000 Adur, £22,000 Worthing). This is based on the number of burials in-year, which is lower than the same period in 2018/19.

Crematorium income is forecast to be on target for the year. Memorial income is projected to be below budget by £22,000. Currently the space available for private gardens at the crematorium has been exhausted. A development masterplan for the site, currently in its early stages, aims to mitigate by incorporating more memorialisation opportunities. There are some cost savings of £9,000 which partially offset this shortfall in the service.

4.10.5 Environment - Parks and Open Spaces

The income budget for beach hut income in Worthing included an allowance for additional huts being built, these have not received planning approval so this income will not be realised and any future income from new beach huts will be removed. Currently the income shortfall is estimated to be £13,000. Additionally the cost of business rates for the service is in excess of the annual budget by £4,700. Adur beach hut income is on target to meet the budget.

4.10.6 Planning & Development

Planning application fee income is forecast to achieve targets if the anticipated major applications in both Adur and Worthing are received during the year.

4.10.7 Place and Economy

During the summer the Worthing Observation Wheel was a prominent fixture on Worthing seafront and brought £70,000 additional income to the Council (offset by £10,000 set up costs). The attraction, which is set to return in 2020, drew more visitors to the town which had a wider positive impact on the local businesses. The service has identified expenditure areas which further supports the experience in the town centre (e.g. Spin Out Programme in partnership with Worthing Theatres) therefore the current net position at the end of 2019/20 is predicted to be £40,000.

Income from Markets and bus shelter advertising are currently projecting to exceed budget in Adur by £30,000, however following public consultation a new event-based approach has been adopted for Lancing Village Market (starting in 2020) due to limited interest in the monthly offering. As a result of this additional income combined with predicted expenditure savings the overall forecast for the service area in Adur is a £63,000 improvement against the budget.

Income generated through activities such as seafront concessions and open space hire sees Worthing predicting to exceed budget by £37,000. The service has agreed to reinvest the income into projects that support the improvement and regeneration of the seafront. The estimated net position at the end of 2019/20 is to exceed budget by £5,000, however reinvestment projects are being continuously reviewed. In addition it is estimated that there will be underspends against expenditure budgets of £34,000.

4.10.8 Major Projects and Investment

The Major Projects team has been actively working on a number of development sites and investments across the areas. The nature of these projects inevitably spans over a number of budget years and commissioning timetables vary according to projects' complexity and challenges that arise from market forces, public engagement, and viability issues. The effect of this is that projects have an uneven spend profile often with large amounts of money being paid over short time periods. For 2019/20 there is projected to be an underspend of £116,000 in the budget set aside for this in 2019/20. The majority of this is to be earmarked to be used as revenue contribution to capital projects in 2020/21.

The investment in Commercial properties is expected to exceed the budget for both Authorities by around £450,000. In addition, a budget for void rental income which has been created to allow for any vacant properties is not anticipated to be spent in 2019/20 so will be transferred to the Reserve set

up in 2018/19 for this purpose (Adur £100,000 and Worthing £150,000). Some known risks relating to the property investment fund around managing lease events and tenant issues have begun to crystallise. For instance a retail property on Montague Street, Worthing owned by the Worthing Borough Fund being subject to a CVA, and the fund's tenant falling into administration. While these risks can be managed effectively, it underlines that the properties require active management, and that the reserve fund will be called on appropriately.

4.10.9 External Borrowing Costs, Investments and Minimum Revenue Provision

The Minimum Revenue Provision (MRP) is a statutory charge to the revenue budget to provide for the repayment of debt. The calculation is based on the level of historic capital spend that has been financed from borrowing. Consequently, once the accounts have been closed and the calculation has been updated for the capital spend in 2018/19, there is certainty about the charge for the forthcoming year.

The underspends related to MRP and net interest costs are Adur £50,000 and Worthing £280,000. The MRP underspends are due to the reprofiling in 2019/20 of a proportion of the 2018/19 Capital Programmes and the impact of changes to planned financing due to increased levels of capital receipts and capital grants both of which offset the need to borrow. Lower interest rates than expected have also contributed to the overall underspend by reducing the net cost of borrowing.

4.10.10 Revenues and Benefits

Currently, the recovery of court costs and overpayments are both predicted to be below the allowance made in the budget for both Councils, but due to the unpredictable nature of this element of the service it is difficult to forecast if this will be a continuing trend. Housing Benefit overpayment recovery has generally seen a reduction due to the transfer of claims onto Universal Credit that has resulted in fewer claims where overpayments can be recovered through ongoing payments.

At present the year end forecasts indicate that the Revenues and Benefits service will be within budget overall.

4.10.11 Business Rates

Additional net income is anticipated in relation to Business Rates S31 grants by Adur £7,500 and Worthing £170,000. However, the councils were using the Business Rate Smoothing Reserves to offset losses incurred in previous years due to timing differences. The planned use of reserves will

be reduced by any in-year additional income. So there will be no overall under spend this year.

Business Rate income is volatile and can be affected by many factors: government decisions, changing use of commercial properties (e.g. demolition and conversion to domestic properties), revaluations or appeals. It will therefore be recommended to members that where there is available capacity at outturn, they agree to put any additional business rates income into reserves. The reserves can then be used, when required, to smooth the effect of the business rates volatility in future years.

4.11 Budget variations greater than £20,000

4.11.1 The Councils individual Summary Projected Outturns are reported in Appendix 1a for Adur District Council and Appendix 2a for Worthing Borough Council. The variations greater than £20,000, for this report, are detailed in Appendix 4.

4.11.2 There are some expenditure items that are not identified until the year end that will impact on the final outturn. These items can have a positive or negative impact on the final position.

They include:-

- Movement in the estimate for doubtful debts
- A review of any amounts needed to be set aside for liabilities that are likely to occur in the future
- Changes in allocations of staff time to outside the General Fund

4.12 Cross Cutting Budgets

4.12.1 The following categories of expenditure are analysed across various services. It is anticipated that this will be on target:

- Equipment, furniture and materials
- Postage
- Printing stationery and office supplies
- Consultancy costs
- Travel costs

4.12.2 Energy costs are on budget based on current activity.

- 4.12.3 Water - this is forecast to overspend against budget by an estimated £15,000 in Joint, £20,000 Adur and £37,000 Worthing based on current activity. A significant piece of work is ongoing with the water contract supplier to identify variances in usage and charges.

In Adur there was a water leak reported in Buckingham Park, this has now been repaired but the Council is not eligible for a rebate due to the time that has elapsed since the leak began. The delay in the identification was due to the fact that the leak was deep underground and not surface visible, coupled with the fact that the contractor charges in advance on estimated values that are based on historic consumption. The leak was identified at a later date when a physical meter reading was taken by Council staff that indicated higher than expected usage. The Council are now taking regular monthly readings to monitor any unusual usage, the market rules also state that the supplier should take actual meter readings every six month which the Council are following up. These costs will continue to be monitored.

In Worthing the costs include the water supply to the Splash Pad and Rockswater fountain at Marine Parade for which there is not budget.

In addition, a project is underway internally to ensure all tenants are correctly being charged for energy and water usage in agreement with the terms of their leases.

- 4.12.4 Business Rates - Adur and Joint Services are broadly on budget. Worthing is forecast to exceed by an estimated £34,000, this includes the costs associated with beach huts mentioned in 4.10.5 and unbudgeted costs associated with concession premises that have been unoccupied at Brooklands Park.
- 4.12.5 Corporate Inflation savings are projected of £144,000 in Worthing and £88,000 within Joint services. These savings will be transferred to reserves to increase these balances.

4.13 Future Risks

There is a risk that the salary vacancy allowance of £758,000, will not be met. It is early in the year to predict the year end position as this area of spend is less predictable but it will be monitored closely on a monthly basis. Currently the projected position is a 16% shortfall, however in both 2017/18 and 2018/19 the comparative projection at quarter 2 was 30%, the position improved at outturn to 3% and 15% respectively.

4.14 Housing Revenue Account

4.14.1 The Adur Housing Revenue Account is a ring fenced account. The HRA forecast is shown in Appendix 3.

4.14.2 The HRA is forecast to remain largely within budget for 2019/20 with a small underspend of £67,404. The approved budget includes the use of HRA reserves of £724,950 which is required to meet the cost pressures from rent limitation and maintenance and repair work required to the housing stock resulting from the condition survey.

5. Engagement and Communication

5.1 The Corporate Leadership Team and budget managers have all collaborated in the content of this report providing explanation and narrative on the forecast variances.

6. Financial Implications

6.1 At the end of the second quarter of the revenue budgetary cycle, it is anticipated that Adur District Council will have an operational underspend of £140,000 and Worthing Borough Council an underspend of £164,000. The overall underspends in Adur and Worthing include the respective shares of the Joint Committee overspend of £170,000.

Finance Officer:

Date:

7. Legal Implications

7.1 Section 151 of the Local Government Act, 1972 requires the Councils to make arrangements for the proper administration of their financial affairs. Further, Local authorities have a statutory duty under the Local Government Act 2003, to monitor their income and expenditure against their budget, and be ready to take action if overspends or shortfalls in income emerge.

Legal Officer: Susan Sale

Date: 7th November 2019

Background Papers

Revenue Budget 2019/20 Joint, Adur and Worthing – 2019/20 Budget Book

<https://www.adur-worthing.gov.uk/media/media,148471,en.pdf>

Joint Overall Budget Estimates 2019/20

<https://www.adur-worthing.gov.uk/media/media,152367,en.pdf>

Adur District Council Budget Estimates 2019/20 and Setting of the 2019/20 Council Tax

<https://www.adur-worthing.gov.uk/media/media,152404,en.pdf>

Worthing Overall Budget Estimates 2019/20 and Setting of 2019/20 Council Tax

<https://www.adur-worthing.gov.uk/media/media,152393,en.pdf>

Financial Performance 2018/19 - Revenue Outturn

<https://www.adur-worthing.gov.uk/media/media,154334,en.pdf>

Officer Contact Details:-

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Chief Accountant

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Sustainability & Risk Assessment

- 1. Economic**
Matter considered and no issues identified
- 2. Social**
 - 2.1 Social Value**
Matter considered and no issues identified
 - 2.2 Equality Issues**
Matter considered and no issues identified
 - 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**
Matter considered and no issues identified
- 4. Governance**
Matter considered and no issues identified

SUMMARY - 2nd QUARTER PROJECTED OUTTURN 2019/20

APPENDIX 1a


Actual Previous year 2018/19	ADUR CABINET MEMBER PORTFOLIOS	Original Estimate 2019/20	Current Estimate 2019/20	Projected Outturn to 31st March 2020	Forecast Over/ (Under)
2,591,947	CM for Environment	2,272,600	2,309,370	2,358,346	48,976
1,234,340	CM for Health & Wellbeing	1,269,140	1,281,140	1,268,990	(12,150)
1,317,721	CM for Customer Services	1,507,950	1,464,950	1,267,990	(196,960)
574,158	Leader	624,800	627,800	595,750	(32,050)
1,521,078	CM for Regeneration	1,765,060	1,831,010	1,786,400	(44,610)
1,661,187	CM for Resources	1,111,680	956,900	354,340	(602,560)
-	Holding Accounts	249,790	249,790	249,790	
8,900,430	Total Cabinet Member	8,801,020	8,720,960	7,881,606	(839,354)
(1,320,741)	Credit Back Depreciation	(1,385,100)	(1,385,100)	(1,385,100)	-
1,015,897	Minimum Revenue Provision	1,242,940	1,242,940	1,192,940	(50,000)
272	Non ring fenced grants	-	-	-	-
1,087	Financial Instruments Adjustment Account				-
8,596,946		8,658,860	8,578,800	7,689,446	(889,354)
	Transfer to/from reserves				
-	Contribution to/(from reserves)		-	-	-
	Budgeted contribution to/(from) Reserves		-	-	-
(481,767)	Transfer from reserves to fund specific expenditure (inc carry forwards)	-	80,060	80,060	-
603	General Fund Working balance	-	-	-	-
511,979	Net Underspend/(Overspend) Recommended For Transfer To/(From) Reserves	-		889,354	889,354
8,627,760	Total Budget requirement before External Support from Government	8,658,860	8,658,860	8,658,860	-

 ADC ADUR DISTRICT COUNCIL EARMARKED REVENUE RESERVE ACCOUNTS	Opening Balance 2019/20	Estimated Transfers Out 2019/20	Estimated Transfers In 2019/20	Projected Closing Balance 2019/20
	£	£	£	£
Capacity Issues Reserve including approved Carry Forward budgets	425,749			
Funding for waste savings proposals (4 Dec 2018 JSC/066/18-19)		(43,200)		
Friends of Shoreham Fort (JSC 6 May 2014)		(10,000)		
Adur carry forwards from 2018/19 underspends , agreed Joint Strategic Committee 9th July, 2019		(151,720)		
Budgeted contribution (to)/from revenue			-	
Balance				220,829
Insurance Fund	152,893	(36,750)	30,700	146,843
Business Rates Smoothing Reserve	402,161	(321,000)		81,161
Grants and Contributions held in Reserves	562,570			562,570
Election Reserve	7,880	(7,880)		-
Special and Other Emergency Reserve	60,254			60,254
Property Investment Risk Reserve	-		100,000	100,000
Projected Underspend/(Overspend) (Reserve to be identified at outturn)			789,354	789,354
General Fund Reserve	518,773	-	-	518,773
TOTALS	2,130,280	(570,550)	920,054	2,479,784

SUMMARY - 2nd QUARTER PROJECTED OUTTURN 2019/20

APPENDIX 2a

Actual Previous year 2018/19	WORTHING CABINET MEMBER PORTFOLIOS	Original Estimate 2019/20	Current Estimate 2019/20	Projected Outturn to 31st March 2020	Forecast Over/ (Under)
850,001	CM for Digital & Environment	2,991,380	3,137,250	3,310,390	173,140
3,594,064	CM for Health & Wellbeing	1,729,230	1,746,290	1,768,390	22,100
1,816,036	CM for Customer Services	5,172,460	5,231,960	4,956,600	(275,360)
4,954,410	Leader	802,300	802,300	785,830	(16,470)
2,217,162	CM for Regeneration	1,907,660	2,115,350	2,091,070	(24,280)
1,750,527	CM for Resources	2,232,150	1,905,490	739,189	(1,166,301)
-	Holding Accounts	513,700	513,700	513,700	-
15,182,200	Total Cabinet Member	15,348,880	15,452,340	14,165,169	(1,287,171)
(3,262,239)	Credit Back Depreciation	(3,224,030)	(3,224,030)	(3,224,030)	-
1,110,658	Minimum Revenue Provision	1,492,910	1,492,910	1,212,645	(280,265)
69,736	Non ring fenced grants	-	-	-	-
13,100,355		13,617,760	13,721,220	12,153,784	(1,567,436)
	Transfer to/from reserves				
	Contribution to/(from reserves)	86,250	86,250	86,250	-
	Budgeted contribution to/(from) Reserves	-	-	-	-
(731,199)	Transfer from reserves to fund specific expenditure (inc carry forwards)	-	(103,460)	(103,460)	-
1,147,435	Net Underspend/(Overspend) Recommended For Transfer To/(From) Reserves	-	-	1,567,436	1,567,436
13,516,590	Total Budget requirement before External Support from Government	13,704,010	13,704,010	13,704,010	-

 WORTHING BOROUGH COUNCIL EARMARKED REVENUE RESERVE ACCOUNTS	Opening Balance	Estimated Transfers Out	Estimated Transfers In	Projected Closing Balance
	2019/20	2019/20	2019/20	2019/20
	£	£	£	£
Capacity Issues Reserve including approved Carry Forward budgets	1,643,480			
Marketing/legal costs re disposal of High St & Civic Centre car park sites (28/02/12 JSC/094/11-12) up to £50k each		(40,560)		
Funding for Decoy Farm survey (22/7/14 JSC/031/14-15)		(108,404)		
Preliminary costs of Theatre Trust bid (10 July 2018 JSC/026/18-19)		(16,488)		
Funding for savings proposals (4 Dec 2018 JSC/066/18-19)		(76,800)		
Development of Natural Burial Area (5 March 2019 JSC/105/18-19)		(100,000)		
Worthing carry forwards from 2018/19 underspends, agreed Joint Strategic Committee 9th July, 2019		(425,900)		
Budgeted contribution (to)/from revenue			-	
Balance				875,328
Insurance Reserve	273,678	(36,750)	30,700	267,628
Joint Health Promotion Reserve	3,353	(2,000)		1,353
Leisure Lottery & Other Partnerships - 01/02/18 JSC/092/17-18 for Museum Costume Research Centre	37,205	(9,439)		27,766
Museum reserve - 12/09/17 JSC/037/17-18 release of funds to support grant bid	97,702			97,702
Theatres Capital Maintenance Reserve	170,486	(92,000)	45,000	123,486
Special and Other Emergency Reserve	3,053			3,053
Business Rates Smoothing Reserve	905,174	(250,000)		655,174
Property Investment Risk Reserve	50,000		150,000	200,000
Grants & Contributions	741,784			741,784
Capital Expenditure Reserve	29,658	(29,658)		0
Projected Underspend/ (Overspend) (Reserve to be identified at outturn).			1,417,436	1,417,436
General Fund Working Balance	868,625			868,625
TOTAL	4,824,198	(1,187,999)	1,643,136	5,279,335

HOUSING REVENUE ACCOUNT QUARTER 2 BUDGET MONITORING
APPENDIX 3

	ORIGINAL BUDGET 2019/20	YTD ACTUAL 2019/20	PROJECTED OUTTURN 2019/20	PROJECTED OVER/ (UNDERSPEND) 2019/20
	£	£	£	£
EXPENDITURE				
General Management	4,207,350	844,818	4,160,018	(47,332)
Special Services	665,450	190,886	678,957	13,507
Rent, Rates, Taxes & Other Charges	31,690	37,910	47,128	15,438
Repairs & Maintenance	2,630,360	1,392,279	2,675,492	45,132
Bad/Doubtful Debt	50,000	-	50,000	-
Capital Financing Costs				
Depreciation and Revenue Contribution to Capital	3,992,810	-	3,992,810	-
Interest charges	2,289,860	204,667	2,243,208	(46,652)
TOTAL EXPENDITURE	13,867,520	2,670,560	13,847,613	(19,907)
INCOME				
Dwelling Rents	(11,826,460)	(5,897,330)	(11,823,972)	2,488
Non-Dwelling Rents	(581,430)	(306,834)	(575,804)	5,626
Heating and Other Service Charges	(482,330)	(257,447)	(514,894)	(32,564)
Leaseholder's Service Charges	(224,350)	(221,952)	(224,200)	150
Interest Received	(28,000)	-	(51,197)	(23,197)
TOTAL INCOME	(13,142,570)	(6,683,563)	(13,190,067)	(47,497)
NET (SURPLUS)/DEFICIT -TFR (TO)/FROM HRA GENERAL	724,950	(4,013,003)	657,546	(67,404)

Quarter 2

The variations greater than £20,000, for this report, are detailed below

Service Area	Joint £000s (under)/ over- spend	Adur £000s (under)/ over- spend	Worthing £000s (under)/ over- spend	Significant Variations
NET TRADING				
Parking	-	(55)	28	ADUR: Over-achievement of income against budget WORTHING: Underachievement of income mainly due to Teville Gate surface carpark, opening was later than anticipated and the uptake has been lower than expected.
Environment - Commercial Waste Services		-	40	WORTHING: Projected shortfall in income and tipping charges in excess of the budget.
Total Net Trading	-	(55)	68	

Service Area	Joint £000s (under)/ over- spend	Adur £000s (under)/ over- spend	Worthing £000s (under)/ over- spend	Significant Variations
INCOME:				
Place and Economy			(70)	Worthing Big Wheel - this added attraction drew more visitors to the town, having a wider positive impact on the local businesses.
Economic Development	-	(30)	(37)	ADUR & WORTHING: Additional income from markets and bus shelter advertising anticipated.
Investment Properties		(559)	(591)	Income from new investments is projected to exceed the approved budget for both councils. In addition the budget set up for voids has not been required, so this will be transferred to Reserves at Outturn to fund future possible voids in excess of the budget; £100k Adur and £150k Worthing.
Environment - Bereavement Services		10	22	ADUR & WORTHING: Shortfall of cemetery income projected based on current numbers and prior years profiles WORTHING : Crematorium income is on target to meet the budget but there is a shortfall of cemetery income projected based on current numbers and prior years profiles and a shortfall in memorial income.
Environment - Waste Services	183			JOINT: Shortfall in contribution from WSCC £140k and a loss of income from garden sacks £44k.
Environmental Health	-		(85)	ADUR & WORTHING: Houses in Multiple Occupation (HMO) income - increase expected due to change in regulations which make more properties eligible for licensing.
Total Income	183	(579)	(760)	

Service Area	Joint £000s (under)/ over- spend	Adur £000s (under)/ over- spend	Worthing £000s (under)/ over- spend	Significant Variations
COSTS:				
Major Projects			(116)	Current estimated underspend against major projects budget.
Housing		(173)	(216)	ADUR: The monthly average in cases for Adur has dropped from 50 cases at the end of January 2019 to 40 cases at the end of September 2019 and projecting an underspend of (£116k). In addition the provision of support housing is predicted to cost less than initially budgeted (£57k). WORTHING: Increased use of temporary accommodation to meet increased demand. Currently 141 cases at the end of September 2019 (98 cases at the end of January 2019) £3k offset by less than projected the provision of support housing initially budgeted (£133k). Underspend on homelessness initiatives budget (£80k). Additional supply of properties are assumed to be available by quarter 4.
Economic Development		(33)	(34)	Underspend on equipment and services budgets.
Finance: Treasury	-	(50)	(280)	MRP underspends due to reprofiling of capital programme and lower net interest costs due to lower interest rates than budgeted.
Business Development Fund		(47)	(86)	Under spend projected for Business Development Fund to be requested to be carried forward to fund future years spend.
Service Area	Joint £000s (under)/ over- spend	Adur £000s (under)/ over- spend	Worthing £000s (under)/ over- spend	Significant Variations
Corporate Budgets	(88)		(144)	The inflation for Supplies and services was centralised to allow for a budgeted contribution to Reserves net of any departmental cost pressures.
Other minor variances	75	(20)	(102)	Various minor over and underspends.
Allocation of Joint Variance		68	102	Share of joint services allocated 40:60 to Adur and Worthing Councils.
Total costs	(13)	(255)	(875)	
Total Variance	170	(889)	(1,567)	

Quarter 2 2019/20

Movement between quarters greater than £50,000 are detailed below

Service Area	Joint £000s (under)/ over- spend	Adur £000s (under)/ over- spend	Worthin g £000s (under)/ over- spend	Significant Variations
NET TRADING INCOME:				
Estates			59	Income from new investment portfolio - movement of projected outturn.
Environmental Services -Waste Services	183			Shortfall in contribution from WSCC £140k and a loss of income from Garden sacks £44k.
COSTS:				
Homelessness	-	(60)	(222)	Reduction in the projected cost of homelessness. The average case numbers and nightly rate has reduced which has improved the forecast position. Additionally, new supply is expected to be available in the final quarter of 2019/20 which has been factored into the projection.
Finance		(50)	(14)	MRP underspends due to reprofiling of the capital programmes and lower net interest costs as a result of lower interest rates.
Business Development Fund		(47)	(86)	Under spend projected for Business Development Fund to be requested to be carried forward to fund future years spend.

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ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 10

Key Decision : No

Ward(s) Affected: All

2nd Quarter Capital Investment Programme & Projects Monitoring 2019/20

Report by the Director for Digital and Resources

EXECUTIVE SUMMARY

1. PURPOSE

1.1 This report updates the Joint Strategic Committee on the progress made on the 2019/20 Capital Investment Programmes for Adur District Council, Worthing Borough Council. The programmes include schemes which support the delivery of services by the Joint Services Committee.

1.2 The following appendices have been attached to this report:

Appendix 1: Adur District Council Capital Monitoring Summary

Appendix 2: Worthing Borough Council Capital Monitoring Summary

Appendix 3: Adur District Council Reprofiled Budgets

Appendix 4: Worthing Borough Council Reprofiled Budgets

2. RECOMMENDATIONS

2.1 The Joint Strategic Committee is asked:

(a) **With respect to the Capital Investment Programme of Adur District Council.**

i) To note the reprofiling of the Adur District Council capital schemes as advised in paragraphs 7.2.1 and Appendix 3.

ii) To approve the use of ring-fenced capital receipts to fund the overspend of £16,300 on the Shoreham Air Crash Memorial Project as detailed in paragraph 7.2.3.

iii) To note the confirmation of grant funding of £500,000 from the Shoreham Harbour Grant towards the Coast Protection Works at Shoreham Western Harbour Arm as detailed in paragraph 7.2.4.

iv) To note the overspend on the purchase of wheeled bins for the new alternate weekly collection service and approve the funding as detailed in paragraph 7.1.2.

b) With respect to the Capital Investment Programme of Worthing Borough Council.

i) To note the reprofiling of the Worthing Borough Council capital schemes as advised in paragraphs 7.3.1 and Appendix 4.

ii) To note the overspend on the purchase of wheeled bins for the new alternate weekly collection service and approve the funding of the overspend as detailed in paragraph 7.1.2.

iii) To approve the transfer of funding for urgent health and safety works required to the Assembly Hall and Pavilion Theatre as detailed in paragraph 7.3.2.

3. CONTEXT

3.1 In accordance with the Councils' Capital Strategy, the Capital Working Group oversees the implementation and progress of both Councils' Capital Investment Programmes.

3.2 The Capital Working Group meets quarterly and monitors the programmes' progress and finance, seeking to address any problems at an early stage in order for schemes to be completed within budget and timescales. Where problems are highlighted the Group considers possible remedies including virements between schemes, reprofiling of budgets between years and the withdrawal of schemes from the programme when schemes are unable to proceed. This could be due to resourcing problems, time delays or other factors beyond the Councils' control.

3.3 Full summaries of the progress of all the schemes in the 2019/20 Capital Investment Programmes are prepared each quarter highlighting:

Schemes with significant challenges	Red
Schemes where progress is being closely monitored	Amber
Schemes progressing well	Green
Schemes where progress is beyond officers' control	▣
Schemes with financial issues	£
Schemes where progress has improved	↑
Schemes where progress has deteriorated	↓

3.4 The Capital Working Group also ensures that capital schemes are approved within financial regulations.

3.5 Financial Regulations require officers to report each project on completion detailing the original estimate, tender estimate and the final outturn.

4. SUCCESSES AND CHALLENGES IN THE 2019/20 CAPITAL INVESTMENT PROGRAMMES

4.1 The following schemes are progressing well:

4.1.1 Adur Homes Capital Investment Programme

The Adur Homes Capital Investment Programme for 2019/20 and 2020/21 was approved by the Joint Strategic Committee 9th October 2018.

Delivery of the Capital Improvement Programme continues to be shaped by guidance issued to local authorities by the Regulator of Social Housing in the aftermath of the Grenfell fire and better knowledge of our stock.

The appointment of a Fire Safety Officer has allowed us to focus on fire safety remedial works. Several fire remedial works are now being implemented across our stock. This includes the front entrance fire door replacement programme which has already seen the replacement of 181 'critical' doors in tenanted properties. Engagement with leaseholders to identify and support them to bring their doors into compliance with the current legislation, has also commenced.

The upgrade of the Community Alarm Systems in our sheltered housing schemes is now at the planning stage.

4.1.2 Adur Homes External Works Programme

The external capital works programme is being revised in light of the need to re-profile fire safety works and also critical health and safety works. However

the following is underway:

- Work at Southwick Square to repair guttering, soffias and fascias was brought forward into this year's programme, and work started on site this summer. This will be completed this autumn.
- The project to undertake external works to Rocks Close and Locks Court is advancing well. Letters have been issued to residents inviting them to a meeting to discuss the plans on the 2nd October, with an aim to be on site in the spring of 2020. Planning is also at an advanced stage to take forward the work to replace doors at Bushby Close and Beachcroft Place with a similar time frame. A date has yet to be set to meet with residents.

Standard specifications for all external works are being reviewed to ensure best value and support the development of a programme of works that is in line with priorities that have emerged as the result of condition surveys and new urgent matters being added to the work programme.

4.1.3 Adur Homes Development and Acquisition Programme

Following the lifting of the Housing Revenue Account (HRA) borrowing cap, the Council has now taken over the development of Albion Street, which will see the delivery of 50 affordable homes in contrast to the 15 affordable homes that would have been delivered under the former scheme. Planning permission has been granted and tender returns for construction are due back in mid December .

The development of Cecil Norris House is well underway. Pilbeam construction started on site in July 2019 and have commenced demolition of the existing blocks.. This project will deliver 15 units of social housing.

Earlier this year Adur Homes also completed the conversion of a former staff office at 101 North Rd, Lancing into 2 one bedroom flats which have already been advertised via the Choice Based Lettings system to those on the Adur Housing Register.

Officers are also working up plans for the development of infill and other garage sites owned by the HRA, with the potential to deliver up to 60 new homes.

In August 2019 Jake Lock joined the Adur and Worthing major projects team as a senior development lead and will be taking over the leadership of this work and creation of the future Development Strategy for affordable homes.

4.1.4 Adur Civic Centre – Redevelopment

- i) Demolition of the Civic Centre. The demolition completed 1st June 2017.

- ii) Phase I: North New Office Development. The construction completed June 2019 and has the building is now occupied by new tenants.
- iii) Phase II South development of the Civic Centre Site. The Council has now identified a developer to take this scheme forward which should see significant new housing units developed on-site including 171 affordable housing units. Planning approval is anticipated March 2020 with building estimated to commence mid 2020/21.

5. PROGRESS OF THE ADUR DISTRICT COUNCIL 2019/20 CAPITAL INVESTMENT PROGRAMME – OCTOBER 2019

5.1 There are 56 schemes in the 2019/20 current capital investment programme which are progressing as follows:

	Number of schemes	Percentage %
Schemes which are progressing satisfactorily or have completed	32	57.2
Schemes where progress is being closely monitored	24	42.8
Schemes with significant challenges	0	0

5.2 A summary of the schemes with significant challenges or where there are financial issues is attached as Appendix 1 to this report. A summary of the progress of all the schemes in the 2019/20 Capital Investment Programme is available from the Councils' Joint Intranet.

6. PROGRESS OF THE WORTHING BOROUGH COUNCIL 2019/20 CAPITAL INVESTMENT PROGRAMME – OCTOBER 19

6.1 There are 79 schemes in the 2019/20 current capital investment programme which are progressing as follows:

	Number of schemes	Percentage %
Schemes which are progressing satisfactorily or have completed	49	62.0
Schemes where progress is being closely monitored	30	38.0
Schemes with significant challenges	0	0

6.2 A summary of the schemes with significant challenges or where there are financial issues is attached as Appendix 2 to this report. A summary of the progress of all the schemes in the 2019/20 Capital Investment Programme is available from the Councils' Joint Intranet.

7. ISSUES FOR CONSIDERATION

7.1 Adur and Worthing Joint Service Schemes

7.1.1 The following amendment to the Adur District Council and Worthing Borough Council Joint Services 2019/20 Schemes is recommended:

7.1.2 Refuse and Recycling Wheeled Bin - Replacements

Following the approval by the Joint Strategic Committee November 2018 to change to alternate weekly collections of refuse and recycling, the increase in demand for larger refuse and recycling bins created a joint Adur District and Worthing Borough Council overspend of £103,118 in 2018/19.

The increased demand has continued in 2019/20 with 130 requests for larger bins per week, but this may reduce in future months. The Adur District and Worthing Borough Councils' 2019/20 Capital Investment Programmes include a joint budget of £50,000 for the purchase of new wheeled bins, but this is insufficient to fund the current demand. The current spend is £86,376, with further commitments of £4,070, resulting in a current overspend of £40,446. This may increase as further orders for larger bins are raised.

It is proposed to fund the current overspend from the following budget and to report in a later monitoring report when the actual overspend is revealed :

- i) Transfer of budget of £56,000 for one replacement ride on mower, which is not now required following a review of the service.

7.2 Adur District Council

7.2.1 Budgets totalling £14,924,830 have been reprofiled to 2020/21 and future years, where the original project plan has changed and the schemes are not expected to complete in 2019/20. A list of schemes reprofiled is attached as Appendix 3 to this report.

7.2.2 The following amendments to the Adur District Council 2019/20 Capital Investment Programme are recommended:

7.2.3 Shoreham Air Crash Memorial Project

The Council approved the creation of a lasting memorial to the victims of the Shoreham Air Crash in April 2017, funded from donations and ring-fenced capital receipts.

The memorial has now completed and additional funding of £16,300 is requested funded from the Shoreham Renaissance Ring-Fenced Capital Receipts.

7.2.4 Coast Protection Works - Shoreham Western Harbour Arm

The purchase of land from Sussex Yacht Club to enable the construction of coastal defences has completed. It is expected that the yacht club will now commence the construction of a new club house.

The Council has received confirmation of grant funding of £590,000 from the Environment Agency (EA) towards the Coast Protection Works. In addition the Shoreham Harbour Board have agreed funding of £500,000 funded from the Shoreham Harbour Grant towards the Coast Protection Scheme and the budget needs to be increased to include this additional funding.

Briefs are currently being prepared for consultants to prepare a detailed design for the scheme which will provide costings for the works. A report to JSC will be prepared to confirm the final scheme costs and funding sources.

The works will commence with the demolition of the old Yacht Club estimated early in 2020/21. This will be followed by the coast protection works.

7.3 Worthing Borough Council

7.3.1 Budgets totalling £10,901,880 have been reprofiled to 2020/21 and future years where the original project plan has changed and the schemes are unable to complete in 2019/20. A list of schemes reprofiled is attached as Appendix 4 to this report.

7.3.2 Assembly Hall and Pavilion Theatre Health and Safety Works

Recent condition surveys of the Assembly Hall and Pavilion Theatre have revealed that the following health and safety works need to be carried out urgently:

- i) Assembly Hall - Access works to roof void.
- ii) Assembly Hall - Replacement of main auditorium carpets
- iii) Assembly Hall - Asbestos Removal
- iv) Assembly Hall - Replacement of balustrade / walkway railing
- v) Pavilion Theatre - Fire safety roof void access improvements
- vi) Pavilion Theatre - Replacement Winches
- vii) Pavilion Theatre - Ventilation

The total cost of the above works is estimated to be £141,960. The programme of improvements works to the Theatres has been reprioritised so that the above schemes can be included in the 2019/20 Capital Investment Programme funded by deferring the existing Theatres improvement programme by one year.

8. ENGAGEMENT AND COMMUNICATION

8.1 The purpose of this report is to communicate with stakeholders on the progress of the Adur District Council and Worthing Borough Council 2018/19 Capital Investment Programmes. Officers of the Council have been consulted with on the progress of the schemes which they are responsible for delivering.

- 8.2 Specific schemes are subject to public consultation (e.g new playgrounds) to ensure that they meet community needs.

9. FINANCIAL IMPLICATIONS

- 9.1 There are no unbudgeted financial implications arising from this report as the Adur District Council and Worthing Borough Council original 2019/20 Capital Investment Programmes were approved by the Councils in December 2017. Subsequent changes have been reported to and approved by the Joint Strategic Committee. The issues considered in this report can be funded from within existing resources.

10. LEGAL IMPLICATIONS

- 10.1 Section 28 Local Government Act 2003, as amended by the Localism Act 2011, provides that where in relation to a financial year, a Local Authority has made the calculations required by section 43 Local Government Finance Act 1992, it must review them from time to time during the year. If it appears that there has been a deterioration in its financial position it must take such action, if any, as it considers is necessary to deal with the situation.
- 11.2 Section 151 of the Local Government Act 1972 requires the Councils to make arrangements for the proper administration of their financial affairs.

Background Papers

- Capital Investment Programme 2018/19 – 2020/21 Adur District Council, Worthing Borough Council and Joint Committee
- Capital Strategy 2018/21.

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SUSTAINABILITY AND RISK ASSESSMENT

1. ECONOMIC

- The capital programme prioritisation model awards points for capital project proposals that impact positively on the economic development of our places or the economic participation of our communities.

2. SOCIAL

2.1 Social Value

- The capital programme prioritisation model awards points for capital project proposals that impact positively on our communities.

2.2 Equality Issues

- The capital programme prioritisation model awards points for capital project proposals that address DDA requirements and reduce inequalities.

3. ENVIRONMENTAL

- The management, custodianship and protection of our natural resources are considered when capital schemes are assessed for inclusion in the Councils' Capital Investment Programme.

4. GOVERNANCE

- The Councils' priorities, specific action plans, strategies or policies are considered when capital schemes are assessed for inclusion in the Councils' Capital Investment Programmes.
- The Councils' reputation or relationship with our partners or community is taken into account when capital schemes are assessed for inclusion in the Councils' Capital Investment Programmes.
- Resourcing, risk management (including health and safety) and the governance of the either Council are fully considered during the preparation of the Councils' Capital Investment Programmes.

CAPITAL MONITORING SUMMARY 2019/20									OCTOBER 2019
Executive Portfolios	(1) Total ADC Scheme Budgets £	(2) Previous Years' Spend £	(3) 2019/20 Original Budget £	(4) Net budget b/f from 2018/19 £	(5) Approved Changes to Original Budget £	(6) 2019/20 Budget Reprofiles to and from 2020/21 £	(7) 2019/20 Current Budget £	(8) 2019/20 Spend to Date £	(9) Spend % of Current Budget
Customer Services	20,122,390	-	8,286,000	2,371,650	9,464,740	(11,812,800)	8,309,590	2,831,574	34.08%
Environment	2,692,480	817,200	477,650	64,650	1,357,350	(196,470)	1,703,180	379,272	22.27%
Health and Wellbeing	277,250	3,360	220,000	(2,400)	54,450	-	272,050	687	0.25%
Regeneration	5,524,750	189,640	1,162,900	3,393,550	711,900	(1,510,000)	3,758,350	3,541,116	94.22%
Resources	64,309,000	9,860,110	26,577,070	103,140	26,579,700	(1,405,560)	51,854,350	22,229,894	42.87%
TOTALS	92,925,870	10,870,310	36,723,620	5,930,590	38,168,140	(14,924,830)	65,897,520	28,982,543	43.98%

Financing of 2019/20 Programme:

Adur Homes Capital Programme:

Capital Receipts:	1,883
Major Repairs Reserve:	3,300
Homes England:	900
S106 Receipts:	144
New Development Reserve:	39
Prudential Borrowing:	527
	<u>6,793</u>

General Fund Capital Programme:

Prudential Borrowing:	53,937
Capital Receipts:	68
Government Grants:	1,190
Revenue Reserves and Contributions:	108
Other Contributions:	3,352
S106 Receipts:	450
	<u>59,105</u>

Summary of Progress:

Schemes with significant challenges:	-
Schemes where progress is being closely monitored:	24
Schemes progressing well or completed:	32
Total Schemes:	<u>56</u>

(1) SCHEME (Responsible Officer)	(2) Total ADC Scheme Budget £	(3) Previous Years' Spend £	(4) 2019/20 Original Budget £	(5) Budget Reprofiles to and from 2020/21 and Future Years £	(6) 2019/20 Current Budget £	(7) 2019/20 Spend to Date £	(8) Anticipated Completion Date (C) / Approval Report(D)/ P.I.D.(P)	(9) 2019/20 Anticipated (Underspend) /Overspend (Council Resources) £	(10) COMMENTS AND PROGRESS <input checked="" type="checkbox"/> Progress Beyond Council's Control £ Schemes with financial issues ^ Scheme Progress Improved v Scheme Progress Deteriorated	(11) Status
1 Refuse and Recycling Service Provision of wheeled bins (Partnership Scheme with Worthing Borough Council. Total Budget £50,000)	18,200	-	18,200	-	18,200	38,010	Mar-20	14,924	The current demand remains high with requests for 130 new bins per week. This demand may lessen in the future. The current joint overspend is anticipated at approx £41,000 including unpaid commitments of £4,000 with possible further orders being placed. It is proposed to fund the overspend from the £56,000 budget for a replacement of one ride on mower which is now not required following a service review.	£
TOTAL:	18,200	-	-	-	18,200	38,010.00		14,920		

RESPONSIBLE OFFICERS: Tony Patching
Head of Waste Management and Cleansing

CAPITAL MONITORING SUMMARY 2019/20									OCTOBER 2019
Executive Portfolios	(1) Total WBC Scheme Budgets	(2) Previous Years' Spend	(3) 2019/20 Original Budget	(4) Net Budget b/f from 2018/19	(5) Approved Changes to Original Budget	(6) 2019/20 Budget Reprofiled to and (from) 2020/21	(7) 2019/20 Current Budget	(8) 2019/20 Spend to Date	(9) Spend % of Current Budget
	£	£	£	£	£	£	£	£	
Customer Services	5,653,350	59,870	4,053,830	1,279,710	259,940	(1,164,570)	4,428,910	1,629,386	36.79%
Digital and Environment Services	8,615,500	1,404,360	2,142,180	764,960	4,291,700	(3,277,700)	3,921,140	1,589,376	40.53%
Health and Wellbeing	358,640	-	39,200	(6,250)	325,690	(200,000)	158,640	17,466	11.01%
Regeneration	13,628,770	2,664,790	703,720	935,060	7,384,720	(5,601,220)	3,422,280	1,068,914	31.23%
Resources	56,289,960	55,600	25,264,500	471,300	30,614,620	(658,390)	55,692,030	33,437,582	60.04%
TOTALS	84,546,220	4,184,620	32,203,430	3,444,780	42,876,670	(10,901,880)	67,623,000	37,742,723	55.81%

Financing of 2019/20 Programme:

	£'000
Borrowing:	64570
Capital Receipts:	503
Revenue Contributions and Reserves:	270
Government Grants:	1256
S106 Receipts	114
Other Contributions:	910
	<u>67,623</u>

Capital Monitoring - Summary of Progress:

Schemes with significant challenges:	-
Schemes where progress is being closely monitored:	49
Schemes which are progressing satisfactorily or have completed:	30
Total Schemes:	<u><u>79</u></u>

(1) SCHEME (Responsible Officer)	(2) Total WBC Scheme Budget £	(3) Previous Years' Spend £	(4) 2019/20 Original Budget £	(5) Budget Reprofiled to and (from) 2020/21 and future years £	(6) 2019/20 Current Budget £	(7) 2019/20 Spend to Date £	(8) Anticipated Completion Date (C) / Approval Report(D)/ P.I.D (P)	(9) 2019/20 Anticipated (Underspend) /Overspend (Capital Resources) £	(10) COMMENTS AND PROGRESS <input checked="" type="checkbox"/> Progress Beyond Council's Control £ Schemes With Financial Issues ▲ Scheme Progress Improved ▼ Scheme Progress Deteriorated	(11) Status £
1 Refuse and Recycling Service Provision of wheeled bins (Partnership Scheme with Adur District Council. Total Budget £50,000)	31,800	-	31,800	-	31,800	66,414	Mar-20	26,076	The current demand remains high with requests for 130 new bins per week. This demand may lessen in the future. The current joint overspend is anticipated at approx £41,000 including unpaid commitments of £4,000 with possible further orders being placed. It is proposed to fund the overspend from the £56,000 budget for a replacement of one ride on mower which is now not required following a service review.	£
TOTAL:	31,800	0	31,800	0	31,800	66,414	-	26,076		

RESPONSIBLE OFFICER: Tony Patching



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

Scheme	Reprofiled Budgets	Reason
Adur Homes Capital Investment Programme	4,706,200	External Works Programme: i) External works to Rocks Close and Locks Court anticipated to commence Spring 2020. ii) Bushby and Beachcroft Court replacement doors, porches and screens, works anticipated Spring 2020.
	130,000	Central Heating Works to be undertaken are being revisited and works required are anticipated in 2020/21.
	100,000	Environmental Improvements: Properties are currently being inspected to identify and prioritise works.
	150,000	Kitchen and Bathroom Improvements: Quality assurance being undertaken on works already completed prior to commencing further works.
	2,500,000	Fire Safety Works : Works are progressing well and the programme of works will continue in 2020/21.
	45,000	ICT Systems Housing Repair System Housing Repairs System on hold whilst Orchard System is reviewed for priority works.
	500,000	Professional and Consultancy Services Costs reprofiled in line with anticipated expenditure on 2019/20 schemes.
Affordable Housing Programme 2019/2020 - Unallocated budget	660,600	One grant for £720,000 has been approved in 2019/20 to the Hyde Group for the provision of 14 rented units. Remaining budget reprofiled to 2020/21 due to likely lead in times for any further grants identified.
Allotment Improvements	16,800	Budget to be vired to the Buckingham Park improvements budget in 2020/21 for entrance resurfacing and landscaping.
Coast Protection Works - Shoreham Western Harbour Arm	1,400,000	The purchase of land from Sussex Yacht Club enabling them to commence construction of a new club house has completed. Vacant possession of the old Yacht Club anticipated May 20 when demolition will commence followed by the coast protection works.

**ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS**

Scheme	Reprofiled Budgets	Reason
Office Equipment - Replacement of Council Chamber Microphone System	14,100	The equipment needs to be installed by May 2020 and the budget has been reprofiled in line with anticipated expenditure.
Foreshore Management - Kingston Beach Area Improvements (Total budget £22,000)	2,000	Environmental improvements in the Kingston Beach Area are to be undertaken following the completion of coast protection works in the area. Budget profiled in 2020/21.
Adur Town Centre Public Space Improvements	40,000	Resurfacing of the paved area at Queensway needs to be undertaken next Spring in order to avoid the winter weather.
Grounds Maintenance Service - Replacement of vehicles	44,370	Vehicles are on hold whilst a service review is undertaken and the necessity of the vehicles considered. Budget reprofiled to 2020/21.
Housing - Empty property grants and loans to bring properties back into use.	21,000	A list of all the empty properties in Adur and Worthing has been compiled. The list has advised that there are no empty properties which require grants or loans from the Council to bring them back into use. The budget has been reprofiled to 2020/21 for future grants or loans that may arise.
Information and Technology - Extending Ultrafast Fibre Network	992,000	Works are being undertaken with consultants to create a digital infrastructure programme. The estimated spend in 2019/20 is estimated at £70,000 (Adur Share £28,000) and the remaining budget has been reprofiled to future years.
Payroll System - Replacement (Partnership scheme with Worthing Borough Council. Total cost £175,000.	82,250	Scheme to be tendered imminently for a 2020/21 implementation.
Property Acquisitions - Acquisition of emergency, interim or temporary accommodation for the homeless (Invest to Save Scheme)	3,000,000	<p>The Council is actively reviewing options to acquire land within Adur for the development of temporary and emergency accommodation and is in discussion with partners such as WSCC regarding the possibility of joint development on vacant sites.</p> <p>The Council has recently agreed to refurbish the 2 semi-detached houses at Albion Street to provide good quality temporary accommodation in 2020/21.</p>



ADUR DISTRICT COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

Scheme	Reprofiled Budgets	Reason
Shoreham Harbour Projects (Externally funded by the Central Government Growth Point Programme)	70,000	The Shoreham Harbour Project Board have approved the following contributions: i) £75,000 towards an A259 green corridor. ii) £10,000 for a green infrastructure design in South Portslade. However, the contributions are not anticipated until 2020/21 and the budget has been reprofiled.
Play Area Improvements - Sompting Recreation Ground	100,800	Funding has been found to enlarge the Play Area at Sompting Recreation Ground and replace the equipment. Works to commence after the replacement of equipment at other sites when the full budget available will be known. Budget reprofiled due to likely timescales for implementation.
Southwick Recreation Ground - Resurfacing of hard surfaces	32,500	Scheme on hold awaiting a strategic review of the property. As the timescales for the works are uncertain the budget reprofiled to 2020/21.
Carbon Reduction Schemes General Provision	317,210	The Carbon Reduction Plan will be finalised in November 2019. It will produce a project pipeline list giving prioritised projects. Budget profiled in line with anticipated timescales for tendering and procurement of schemes.
Total Reprofiled Budgets:	14,924,830	



WORTHING BOROUGH
COUNCIL

WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

Scheme	Reprofiled Budgets	Reason
Affordable Housing (Partnership Schemes with Registered Social Landlords) Unallocated Budget	831,900	Grant to Worthing Homes for a conversion scheme for 4 units approved for 2019/20. Remainder of budget profiled in 2020/21 due to likely timescales for payments of grants.
Asbestos Management and Removal from Corporate Buildings	200,000	Asbestos surveys are currently being commissioned. Some remedial works will be undertaken in 2020/21.
Boundary Signs - Replacement of existing boundary signs on main entry routes into Worthing and additional signs on the A27	42,000	Future direction and sign design still under consideration. Timescales for scheme uncertain.
Car Parks - Buckingham Road MSCP Refurbishment	1,533,000	Scheme added to the Capital Investment Programme November 2018 and the works are anticipated to be undertaken in 2020/21.
Connaught Studio - Installation of air conditioning	33,000	Following the decision to set up a new charitable organisation to deliver the town's cultural venues, the Worthing Theatres' Cultural Capital Investment Programme has been reviewed and re-assessed to prioritise works in line with the recently received condition surveys. Non priority schemes have been profiled in future years.
Connaught Theatre - Refurbishment of public toilets	92,000	Following the decision to set up a new charitable organisation to deliver the town's cultural venues, the Worthing Theatres' Cultural Capital Investment Programme has been reviewed and re-assessed to prioritise works in line with the recently received condition surveys. Non priority schemes have been profiled in future years.
Connaught Theatre - Installation of a ventilation system	66,080	Following the decision to set up a new charitable organisation to deliver the town's cultural venues, the Worthing Theatres' Cultural Capital Investment Programme has been reviewed and re-assessed to prioritise works in line with the recently received condition surveys. Non priority schemes have been profiled in future years.



WORTHING BOROUGH
COUNCIL

WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

Scheme	Reprofiled Budgets	Reason
Crematorium - Redevelopment of the children's garden	-50,000	The Joint Strategic Committee September 2019 approved the bringing forward of budget from the Crematorium Improvements budget in 2020/21 to fund the redevelopment of the children's garden in 2019/20.
Decoy Farm - Development of the site to provide office space	3,000,000	Procurement of the scheme is currently being considered and delivery is anticipated in 2020/21.
Grounds Maintenance - Replacement vehicles	66,550	Three vehicles are on hold pending the outcome of a service review which might not require the vehicles to be replaced.
Highdown Gardens - Infrastructure improvements to buildings and gardens	500,000	Permission to start has been received from the Heritage Lottery Fund. One construction company will be procured to deliver all capital works. The ITT process is due to begin in November 2019 following finalisation of the technical designs. All capital works are scheduled to complete by June 2020.
Housing - Empty Property Grants to bring empty houses back into use	20,000	A list of all the empty properties in Adur and Worthing has been compiled. The list has advised that there are no further empty properties which require grants or loans from the Council to bring them back into use. The remaining budget has been reprofiled to 2020/21 for future grants or loans that may arise.
Information and Technology - Extending Ultrafast Fibre Network	1,488,000	Works are being undertaken with consultants to create a digital infrastructure programme. The budget has been profiled in line with anticipated timescales.
Museum and Art Gallery - Redevelopment "Let the Light In Project"	89,190	The museum development project "Let the Light In" is ongoing. The application to the Heritage Lottery is to be resubmitted Nov 19. Result of first stage application March 20. If successful this will be followed by the Development Stage (timescale to be agreed with the HLF).



WORTHING BOROUGH
COUNCIL

WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

Scheme	Reprofiled Budgets	Reason
Museum and Art Gallery - Replacement of 3 display cases and purchase of additional display cases	32,400	Budget to be used as match funding for the Museum's Project "Let the Light In" external funding bid to the National Lottery Heritage Fund.
Properties - Montague Street Site Essential Repairs	243,470	Internal works to rectify the water damage have been delayed by a change in the managing agents and the Council is awaiting instructions to progress if necessary. There may also be other works still to be specified. Budget reprofiled to 2020/21 due to procurement and tendering timescales.
Office Equipment - New microphone system	15,900	The equipment needs to be installed by May 2020 and the budget has been reprofiled in line with anticipated expenditure.
Payroll System - Replacement (Partnership scheme with Adur District Council. Total cost £175,000.	92,750	Scheme to be tendered imminently for a 2020/21 implementation.
Public Conveniences - Broadwater Green Pavilion Refurbishment	89,600	Contribution to Broadwater Cricket Club to be used as match funding for a total refurbishment of the pavilion including the refurbishment of the public toilet block. Timescales for works dependent on successful funding bids.
Public Conveniences - Church House Ground Pavilion Refurbishment	150,000	Contribution to Bowls Club to be used as match funding for a total refurbishment of the pavilion including the refurbishment of the public toilet block. Timescales for works dependent on successful funding bids.
Palatine Park - Provision of an artificial football pitch	840,000	Budget profiled to 2020/21 due to external funding timescales. Issues with Planning still to be resolved which will be followed by the external funding bid.
Palatine Park - Play Area Improvements	100,800	Play area to be relocated to an area which does not flood. Consultation in progress with local groups and residents. Works to be undertaken alongside the installation of the artificial pitch.
Teville Gate MSCP Redevelopment	1,026,220	The demolition and creation of a surface car park have completed. The redevelopment of the remainder of the site will be subject to planning permission for works in future years.



WORTHING BOROUGH
COUNCIL

WORTHING BOROUGH COUNCIL - CAPITAL BUDGETS REPROFILED TO FUTURE YEARS

Scheme	Reprofiled Budgets	Reason
Carbon Reduction Schemes - General Provision	399,020	The Carbon Reduction Plan will be finalised in November 2019. It will produce a project pipeline list giving prioritised projects. Budget profiled in line with anticipated timescales for tendering and procurement of schemes.
Total Reprofiled Budgets:	10,901,880	



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 11

Joint Overview and Scrutiny Committee
21 November 2019
Agenda Item [...]

Key Decision: No

Ward(s) Affected: All

Financially Sustainable Councils: Update to the 2020/21 - 2024/25 budget forecast and savings proposals for 2020/21

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

- 1.1 This report provides an overview of the delivery of our sustainable councils financial strategy for 2020/21, along with details of the proposals that will help deliver a balanced budget for the next financial year and beyond
- 1.2 The report outlines the medium term financial challenge through to 2024/25, and sets out performance in the key strategic areas of commercialisation, service and digital transformation, affordable housing and strategic property investment.
- 1.3 Contained within this report are specific proposals to increase income, to deliver efficiency, and other savings initiatives for 2020/21. Members are asked to support these savings proposals.
- 1.4 The following appendices have been attached to this report:
 - (i) **Appendix 1** (a) 5 year forecast for Adur District Council
(b) 5 year forecast for Worthing Borough Council
 - (ii) **Appendix 2** Committed growth items
 - (iii) **Appendix 3** Summary of savings proposals
 - (iv) **Appendix 4** Capital flexibilities schedule

2. Recommendations

- 2.1 The Joint Overview and Scrutiny Committee is asked to consider the report and make comment on the savings proposals to the Joint Strategic Committee.
- 2.2 The Joint Strategic Committee is recommended to:
- (i) Note the current 5 year forecast;
 - (ii) Note the committed growth items as set out in appendix 2;
 - (iii) Approve the proposed savings as set out in appendix 3;
 - (iv) Recommend to Adur and Worthing Council to approve the use of capital flexibilities to fund the costs associated with delivering the initiatives outlined in Appendix 4.

3. Context

- 3.1 The Joint Strategic Committee considered the outline 5-year forecast for 2020/21 to 2024/25 and the Budget Strategy on 9th July 2019, which was subsequently adopted by each full Council. At this stage in the budget cycle, the report identified the following cumulative shortfalls in funding for the respective General Funds:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Adur	1,532	1,971	2,409	2,772	3,073
Worthing	3,123	4,456	5,349	6,034	6,624

- 3.2 The report built on the current strategy whose strategic aim was to ensure that the Councils would become community funded by 2020 reliant, by then, only on income from trading and commercial activities, council tax income and business rate income.
- 3.3 With this strategy in mind, the Councils have set-up several strategic programmes which are responsible for taking forward key initiatives aimed at delivering savings for the future:

1. The Major Projects programme leads on delivering regeneration projects to increase employment space and additional housing;
 2. The Service Redesign programme leads on the delivery of service redesign and the digital strategy and ensures that the benefits are realised from this programme of work;
 3. The Strategic Asset Management programme will lead on delivering the income growth associated with the Strategic Property Fund and any proposed new developments; and
 4. The Commercial programme is developing initiatives for income growth from commercial services and seek to improve the customer experience.
 5. The Affordable Homes Working Group leads on initiatives to improve the supply of affordable homes and to reduce the cost of temporary and emergency accommodation.
- 3.4 For 2020/21 the Service Redesign Programme, the Commercial Programme and the Strategic Asset Management Programmes were again set explicit targets as part of the budget strategy.

a. Service Redesign Programme

The initial programme focussed on digital transformation and has been successful at delivering significant savings in the past few years (£198k in 2016/17, £181k in 2017/18, £181k in 2018/19 and £185k in 2019/20) as part of a rolling programme which sought to deliver savings of £200k per year following the investment into the Council's digital strategy. Latterly this has been re-scoped into a service redesign programme. This is successfully helping service areas undertake more fundamental customer-centred change. With digital capabilities now established (the ability to design and build our own digital products) projects are becoming about deeper, customer-centred service change, which almost always require significant digital transformations. Projects in the programme are outlined in the Platforms for Our Places reports elsewhere on this agenda. To achieve this level of saving is a significant achievement, and it is believed that this programme of work will continue to deliver savings over the medium term. It was set the following targets for 2020/21 and beyond.

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Annual Savings	200	200	200	200	200
Cumulative impact	200	400	600	800	1,000

b. Commercial Programme

The commercial programme involves close monitoring of key existing income streams, and progress against the annual growth target of £600k per annum.

Over the past four years, since the inception of the programme, income has grown by £3m (£798k in 2016/17, £686k in 2017/18, £828k in 2018/19 and £638k in 2019/20), well exceeding the target set.

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Annual Savings	600	600	600	600	600
Cumulative impact	600	1,200	1,800	2,400	3,000

c. Strategic Asset Management Programme

Both Councils have committed to significant investment in commercial property either through direct purchase or by development over the next five years with the aim of increasing income from the Councils' property portfolio.

This investment is estimated to produce net additional income as follows for the two Councils:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Adur District Council:					
Annual Savings*	455	100	100	100	100
Cumulative impact	455	555	655	755	855
Worthing Borough Council:					
Annual Savings	400	100	100	100	100
Cumulative impact	400	500	600	700	800

* Includes net income from the new office block constructed on the Adur Civic Centre site.

Members should be aware that the success in delivering the savings identified for 2020/21 are dependent on two factors:

- (i) Identifying suitable properties to purchase
- (ii) The current legislative framework remains unchanged. The Treasury may prohibit borrowing for out of area acquisitions solely for investment purposes. However, many of our purchases meet a dual purpose of both supporting economic regeneration projects and generating income.

The budget for 2020/21 onwards assumes that approximately only half of the funds released each year will be spent in year. This will be closely monitored and if the target is at risk then the Council will need to take corrective action to lever in the savings identified.

The overall success in delivering the savings targets are detailed at appendix 3.

3.5 The forecast has also been updated by information captured on financial planning returns that provide a link between service planning and financial planning. The guidance was circulated to, and completed by, the Service Managers during the summer, and have been used to identify potential savings and committed growth items.

- 3.6 There has been no detailed overarching public budget consultation exercise this year. The current budget strategy was subject to a detailed consultation in 2016/17 and no substantive changes to this strategy are planned at this time. Individual savings proposals are subject to consultation with officers of the Council, Executive members, and the members of the Joint Overview and Scrutiny Committee.
- 3.7 This report represents the stage of the budgetary forecasting process whereby the Joint Overview and Scrutiny Committee are asked to consider and comment upon the progress in balancing the Worthing Borough Council budget before the Joint Strategic Committee consider and agree proposals for savings identified to date. Members of the Committee should be aware that at the time of writing some of the savings were still being verified and so the saving for each Council as a result of the options presented may change marginally. The minutes of the Joint Overview and Scrutiny Committee will be available for members of the JSC at the meeting.
- 3.8 There will be a further report after Christmas which will detail the final proposed budgets for the year, any further savings identified, and requests for investment into services and the amount to be drawn from reserves, if any. The proposed Council Tax increase for 2020/21 is scheduled to be considered by the respective Cabinets on 3rd February 2020 (Adur District Council) and 4th February 2020 (Worthing Borough Council).

4. Update Of Outline 5-year Forecast

- 4.1 The updated forecast for the General Fund for both Councils is attached at Appendix 1. This has been revised in the light of latest information from Government, inflationary pressures, interest rates, and unavoidable service growth, offset by compensatory savings. This overall forecast will continue to change in the coming months as the detailed work on the budget progresses and once the details of the settlement to Local Government is known. As a result, the overall position will inevitably change over the next two months.
- 4.2 The likely shortfall in resources necessary to balance the budget over the five years, before consideration of any savings or growth proposals is now in the region of:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Adur					
July Forecast	1,532	1,971	2,409	2,772	3,073
November Forecast	1,390	1,845	2,179	2,542	2,842
Reduction (-) / increase (+) in shortfall forecast	-142	-126	-230	-230	-231

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Worthing					
July Forecast	3,123	4,456	5,349	6,034	6,624
November Forecast	2,546	4,127	5,084	5,764	6,410
Reduction (-) / increase (+) in shortfall forecast	-577	-329	-265	-270	-214

The main changes to the forecast for 2020/21 are summarised in the table below:

Changes in Budgetary Shortfall/Savings since report to Joint Strategic Committee on 9th July 2019		
	Adur	Worthing
	£'000	£'000
Original 2019/20 budget shortfall	1,532	3,123
<i>Changes to income from grants and taxation:</i>		
(a) Improvements to the income from Council Tax	-32	-136
(b) Impact of current Council Tax Collection Fund deficits	9	31
(c) Impact of delay to fairer funding review		
- Delay to consolidation of homelessness grants into retained business rates	-139	-120
- Improvements to retained business rates	-235	-283
(d) Net impact of Business Rate Collection Fund deficit	219	-
<i>Other changes:</i>		
(e) Further increase in the cost of the temporary and emergency accommodation	-	100
(f) Reduction in employers pension contribution expected from 2019 triennial valuation.	-90	-221
(g) Reduction in commercial rent income	-	30
(h) Reprofiling of capital programme	-	-105
(i) Net committed growth items identified by Service Heads (See Appendix 2)	196	207
(j) Removal of contingency budget for new growth	-70	-80
Revised Budget Shortfall	1,390	2,546
(k) Potential savings identified to date (Appendix 3)	-1,383	-2,532
Resources in hand (-) / current shortfall	7	14

4.3 Explanations of the movements shown in the table above are as follows:

(a) Council Tax base for 2020/21:

Following the completion of the Council Tax Base return (CTB1) for each Council, the Council Tax Base calculation has now been revisited. Both Council Tax bases are showing a higher level of growth than originally expected. This is largely due to two factors:

- i) Falling cost of Council Tax Support and other Council Tax discounts
- ii) Greater number of new dwellings are expected to be completed (63 additional units in Adur and 561 additional units in Worthing)

(b) Collection fund deficit:

The Councils' Collection Funds for Council Tax are expected to be in deficit at the end of 2019/20, which is largely due to the deficit at the end of 2018/19. An in-year increase in the level of Council Tax discounts has contributed to the overall position.

	Adur	Worthing
	£'000	£'000
Deficit expected by 31 st March 2020	53	235
Council share of deficit	9	31

The level of deficit is minor compared to the amount of Council Tax collected. Adur District collects £40.1m and Worthing Borough Council collects £70.2m per year.

(c) Delay to fairer funding review:

The spending review was announced on the 4th September 2019 by the Chancellor. This was a one-year review with a full multi-year review now expected for next year.

The review confirmed that overall funding for Local Government would increase by 4.1% in 2020/21, although a considerable proportion of this increase will go to Adult Social Care (£1bn). The remaining funding for local Government is expected to increase by inflation (currently 1.7%).

As part of the announcement it was formally confirmed that the business rate baselines would also increase by inflation and that the referendum criteria for 2020/21 would be set at a 2% increase to Council Tax.

This was followed by a technical consultation on Local Government Finance Settlement for 2020/21 which was released on the 3rd October

2019. From the consultation it is clear that the Government has now formally delayed the fairer funding review to 2021/22 and are proposing a 'roll forward' settlement for 2020/21.

The implications of this change for 2020/21 are twofold:

1. Existing homelessness grants will continue until absorbed into the business rate retention scheme; and
2. The councils will retain all surplus business rate income for one more year.

Once the draft Local Government Settlement is announced, the Council will have confirmation on a number of matters including:

- Final referendum criteria;
- The future of New Homes Bonus for 2020/21;
- Business rates baseline funding (the minimum amount of business rate income that Council's can retain).

More recently the Councils have received a letter from the Director General of Local Government and Public Services which confirms that

'local authorities should take account of the proposals the Government has published in the technical consultation in drawing up draft budgets for next year.'

And also confirms that the current Government:

'.....remains committed to reducing homelessness and rough sleeping and intends, at a minimum, to maintain funding for the Flexible Homelessness Support Grant and Homelessness Reduction Act New Burdens at 2019-20 levels.'

Whilst we expect the draft settlement before Christmas, given the election, this could be delayed.

(d) Business Rate deficits:

It is now expected that the Collection Fund for Business Rates for both Councils will be in deficit by the year end. There are several factors which contribute to the position:

- Both Collection funds were in deficit as at 31st March 2019. The amount of Business Rate relief granted was higher than expected during the year, largely due to a number of revisions to the rate relief scheme after the precept for the year had been agreed. The Councils are reimbursed for the impact of these reliefs in year, whilst the resulting deficit will be addressed in 2020/21 which leads to an inherent timing difference between when the Councils receive the grant and when they fund the consequences of the lost income. To address this issue, both Councils placed resources into a business rate smoothing reserve at the end of 2018/19.
- The Councils have seen a number of properties removed from the business rate base in year either because they are being redeveloped or because they are being converted from commercial properties to residential.
- In addition, the power station in Adur has had significant issues with the turbines and has been out of operation for several months. During this period, no business rates are charged. As the largest ratepayer, this represents a loss in business rates of £602,000.
- The impact of appeals.

Overall the Councils are now expecting the following deficits:

	Adur	Worthing
	£'000	£'000
Deficit expected by 31 st March 2019	1,500	1,100
Council share of deficit (20%)	300	220
Funded by available Business Rate Smoothing Reserves	-81	-220
Net deficit to be funded by Council in 2020/21	219	0

(e) Increase in the costs associated with temporary and emergency accommodation

Current budget predictions for Adur District Council is that there will be an underspend in the 2019/2020 budget for emergency accommodation, whilst for Worthing there is likely to be a small overspend. There has however, recently been a further increase in the caseload associated with homelessness for Worthing Borough Council. This trend is being experienced throughout the region and consequently drive competition and costs for affordable housing solutions. The Council has a clear strategy for addressing these costs in the medium term and the cost per household accommodated is falling following the successful introduction of initiatives to improve the supply of affordable temporary accommodation. Nonetheless, should the case load continue to rise, the Council will need to address the cost pressures that are continuing. This will be reviewed again as part of the final budget to ensure that the level of funding allocated remains at an appropriate level.

(f) Decrease in pension costs

Preliminary outcome for the 2019 Pension Fund valuation would indicate that the Council should expect to see the cost of pension decrease over the next three years. There are two main factors behind this improved position including:

- Improved investment returns
- Changes to assumptions regarding longevity - whereas members are living longer, the rate of increase is declining.

Overall in the 2019 valuation, the pension fund was estimated to be 112% funded

(g) Commercial rents - Worthing Borough Council

A further decline in rental income for retail properties in Montague Street where one lease has been renegotiated and the property rental is too high in the current rental market.

(h) Capital Financing Costs

The cost of financing the capital programme has been recently reassessed following the most recent monitoring report. Re-profiling of some schemes into future years will reduce the expected cost of financing. The cost of financing the capital programme will be reassessed again in December.

(i) Net Committed Growth Items Identified by Service Heads:

This is the sum total of financial effects identified via the Service Pro-formas. A full breakdown of the items identified is included within Appendix 2.

(j) Removal of contingency budget.

The outline forecast allows for some resources for unidentified items at an earlier stage in the budget development, this can now be removed.

(k) Savings Identified by Service Heads:

This is the sum total of the savings proposals identified via the Service pro-formas. A full breakdown of the items identified is included within Appendix 3.

5. Future Strands Of Work

5.1 There are a number of strands of financial work still to be completed which will influence the final 2020/21 budget as follows:

(a) Settlement - Revenue support grant and New Homes Bonus:

The Local Government Finance Settlement is unlikely to be announced until late December. Consequently, the Council will not have final confirmation of the amount of grant that it will receive until late December or early January.

Any New Homes Bonus for 2020/21 will be confirmed as part of settlement.

(b) Business Rate Retention Scheme:

There was a revaluation of the business rates base in 2016/17. The Councils were expecting to see a high level of appeals in the early years following the revaluation, however to date few appeals are being made under the 'Check, Challenge, Appeal' process. As usual, much depends on the level of business rates appeals which remain difficult to predict.

A full reassessment of the business rate income will be made later in the year when a better estimate of the impact of the appeals can be made.

(c) Council Tax income:

The Councils will need to consider what level increase is to be made to Council Tax. The current forecast assumes a 2.0% increase for 2020/21. This is equivalent to an average (Band C) annual increase in the Councils' part of the Council Tax bill of £5.35 for a property in Adur District Council and £4.22 for a property in Worthing Borough Council.

The recent technical consultation of settlement indicated that the Councils will be able to increase Council Tax by up to 2% or £5.00 whichever is higher.

The decision on the level of Council Tax increase will depend on a number of factors which will not be confirmed until later in the year:

- i) The outcome of the Local Government Finance settlement
- ii) Any new cost pressures or savings arising
- iii) The need to reinvest back into services

5.2 A full update on these issues will be included in the January report.

6. Saving Proposals

6.1 The proposed savings are attached at Appendix 3 for consideration. The total savings identified to date are:

	2020/21	2021/22	2022/23	2023/24	2024/25
Adur	£'000	£'000	£'000	£'000	£'000
Budget shortfall (as per appendix 1)	1,390	1,845	2,179	2,542	2,842
Savings identified to date	-1,383	-1,941	-2,331	-2,681	-3,031
Revised budget shortfall / Surplus (-)	7	-96	-152	-139	-189

	2020/21	2021/22	2022/23	2023/24	2024/25
Worthing	£'000	£'000	£'000	£'000	£'000
Budget shortfall (as per appendix 1)	2,546	4,127	5,084	5,764	6,410
Savings identified to date	-2,532	-3,233	-3,986	-4,636	-5,638
Revised budget shortfall / Surplus (-)	14	894	1,098	1,128	772

- 6.2 This has been a successful savings exercise to date and the Councils are well positioned to set balanced budgets. The Councils have identified a significant amount of savings to meet the initial target; however Members should be aware that there is still some work to be completed which may impact on the final position.
- 6.3 Looking ahead to 2021/22 and beyond, the continuing financial pressure is not likely to ease especially if we wish to deliver on the commitments outlined in Platforms for our Places, however the proposed strategy will contribute significantly to meeting this challenge easing the burden on individual services as follows:

	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
Cumulative Budget shortfall (Appendix 1)				
Adur	1,845	2,179	2,542	2,842
Worthing	4,127	5,084	5,764	6,410
Total savings to be identified	5,972	7,263	8,306	9,252
Less: Savings identified for 2020/21	-3,915	-3,915	-3,915	-3,915
Savings yet to be identified	2,057	3,348	4,391	5,337
Future savings initiatives:				
Strategic Property Investment Fund	-200	-400	-600	-800
Affordable Housing Programme	-69	-69	-69	-69
Commercial Programme	-600	-1,200	-1,800	-2,400
Service Redesign Programme	-200	-400	-600	-800
Other identified savings	-225	-368	-368	-368
Total savings initiatives identified to date	-1,294	-2,437	-3,437	-4,437
Further savings to be identified by Heads of Service	763	911	954	900
Annual savings to be identified by Heads of Service	763	148	43	-

* The financial pressure in 2021/22 reflects the potential cost of investing in food waste, the expected withdrawal of funding for homelessness, the cost of funding major projects within Worthing Borough Council, the estimated impact of the fairer funding review and the impact of the reduction in New Homes Bonus.

6.4 Funding the delivery of the savings proposals:

6.4.1 The delivery of the service redesigns outlined in Appendix 3 may require implementation costs. A provision of £300,000 is recommended to be included within the capital flexibilities schedule at Appendix 4 which will be used to fund any associated costs. This will only be

released following the submission of a report to the relevant Executive Member outlining the costs and associated revenue benefits. It is proposed that these costs be funded from capital receipts using the capital flexibilities powers of both Councils split as follows:

Adur: £120,000

Worthing: £180,000

6.4.2 Under the relevant legislation, the Councils must approve the use of these receipts and the schedule at Appendix 4 outlines the updated plan.

7. Other Budget Issues

7.1 Housing Revenue Account

A full report on the Housing Revenue Account and the recommended rent levels will be considered by the Adur Executive in February 2020. It is intended that any savings identified by the Service Heads outlined within this report and identified by the Head for Housing will be the subject of consultation with the Executive Member for Customer Services, the Adur Homes Management Board, which includes representation from the Adur Consultative Forum in the coming months.

8. Conclusion

8.1 The Councils continue to deal with the withdrawal of Government funding whilst building capacity in the budget to take forward the key priorities identified within Platform for our Places. There is no prospect of any easing of the financial pressure for the next few years. We await the local Government Settlement in late December and early January which will give the Councils certainty at least for 2020/21.

8.2 The Councils are in a fairly strong position to set a balanced budget with minimal use of reserves for 2020/21 depending on the outcome of the settlement. The report to be presented to members after Christmas will bring together any last changes to the revenue budget, the impact of Comprehensive Spending Review, the final implications of settlement and the final forecast of business rate income.

9. Engagement and Communication

- 9.1 The Council previously undertook a full consultation exercise to establish public support for the current budget strategy. In the light of this, no consultation exercise has been carried out this year.
- 9.2 Officers and members have been consulted on the development of the savings proposals contained within the report.

10. Financial Implications

- 10.1 The financial implications associated with the development of the budgets are detailed throughout the report.

Finance Officer: Sarah Gobey

Date: 7th November 2019

11. Legal Implications

- 11.1 The Local Government Act 2003 requires that the Councils set a balanced budget. This report demonstrates how the Councils intend to meet that requirement for 2020/21.
- 11.2 The Secretary of State for Ministry of Housing Communities and Local Government has issued a direction under the Local Government Act 2003 sections 16(2)(b) and 20: treatment of costs as capital expenditure which gives local authorities the continued freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings.

Legal Officer: Susan Sale

Date: 6th November 2019

Background Papers

Report to Adur District Council Executive 5th February 2019 - Estimates 2019/20 and setting of 2019/20 Council Tax

Report to Worthing Borough Council Executive 4th February 2019 - Estimates 2019/20 and setting of 2019/20 Council Tax

Report to Joint Strategic Committee 9th July 2019 – Final Revenue Outturn for Joint, Adur and Worthing 2018/19.

Report to Joint Strategic Committee 9th July 2019 – Becoming financially sustainable - Revenue Budget Strategy for 2020/21

Budget Statement 2015 – Report from HM Treasury
Budget Statement 2018 – Report from HM Treasury

Report to Joint Strategic Committee 2nd December 2014 – Investing in New Technology: The Springboard to Excellent Customer Experience and Business Efficiency.

Report to the Joint Strategic Committee 6th December 2017 – “Platforms for our Places” – Unlocking the power of people, communities and our local geographies.

Statutory Guidance on the flexible use of capital receipts - Ministry of Housing Communities and Local Government

Officer Contact Details:-

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SUSTAINABILITY AND RISK ASSESSMENT

1. ECONOMIC

Matter considered and no issues identified

2. SOCIAL

2.1 Social Value

Matter considered and no issues identified

2.2 Equality Issues

Matter considered and no issues identified

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

Matter considered and no issues identified

4. GOVERNANCE

Matter considered and no issues identified

ADUR DISTRICT COUNCIL						
Revenue Budget Summary Statement 2019/20 - 2024/25						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Spending to be Financed from Taxation	Base £'000	£'000	£'000	£'000	£'000	£'000
Base budget	8,659	8,659	8,659	8,659	8,659	8,659
(a) <i>Annual Inflation</i>		342	677	1,007	1,326	1,648
(b) <i>One -off / non-recurring items</i>						
Local Elections (held every other year)		18	-	19	-	20
(c) <i>Committed Growth</i>						
Consolidation of homeless funding into overall Council funding as part of fairer funding review		45	140	140	140	140
Net cost of increasing recycling to meet 50% targets:						
- Full year impact of implementation of Alternate Weekly Collection		(70)	(70)	(70)	(70)	(70)
- Net impact of introducing weekly food waste collections		-	72	72	72	72
Reduction in pension contributions		(90)	(213)	(341)	(341)	(341)
Net new committed growth items identified by heads of service (see Appendix 2)		196	287	382	452	522
(d) <i>Impact of County budget reductions</i>						
Further reduction in supported housing budgets		270	270	270	270	270
Withdrawal of recycling support		377	377	377	377	377
(e) <i>Impact of capital programme</i>						
Financing costs		135	249	404	528	566
Maximum impact of Gigabit Project		42	42	42	42	42
(f) <i>Additional income</i>						
Investment income		(33)	(42)	(50)	(59)	(68)
(g) <i>Approved Growth items</i>						
Provision for new growth items		60	120	180	240	300
Total Cabinet Member Requirements	8,659	9,951	10,568	11,091	11,636	12,137

ADUR DISTRICT COUNCIL
Revenue Budget Summary Statement 2019/20 - 2024/25

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base £'000	£'000	£'000	£'000	£'000	£'000
Total Cabinet Member Requirements B/fwd	8,659	9,951	10,568	11,091	11,636	12,137
Income from grants and taxation:						
Business Rate income						
Baseline funding	1,739	1,769	1,804	1,840	1,877	1,915
Add: Retained additional business rates	711	504	258	262	265	272
Add: Share of previous year's surplus / (deficit)	(250)	(219)				
Add: Levy surplus	27					
Adjusted Business Rate Income	2,227	2,054	2,062	2,102	2,142	2,187
Council Tax income	6,347	6,505	6,651	6,800	6,952	7,108
Other grants and contributions						
New homes bonus (2016/17 -2019/20)	115	-	-	-	-	-
New homes bonus (2017/18 - 2020/21)	1	1	-	-	-	-
New homes bonus (2019/20 - 2022/23)	10	10	10	10	-	-
Total New Homes Bonus	126	11	10	10	-	-
Collection fund surplus/deficit (-)	(41)	(9)	-	-	-	-
Total Income from Grants and Taxation	8,659	8,561	8,723	8,912	9,094	9,295
(Surplus) / Shortfall in Resources	-	1,390	1,845	2,179	2,542	2,842

Appendix 1

ADUR DISTRICT COUNCIL						
Revenue Budget Summary Statement 2019/20 - 2024/25						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base £'000	£'000	£'000	£'000	£'000	£'000
AMOUNT REQUIRED TO BALANCE BUDGET		1,390	1,845	2,179	2,542	2,842
Savings identified to date (see appendix 3):						
Strategic Property Investment Fund		500	700	900	1,100	1,200
New office block		55	55	55	55	55
Provision for future voids		(100)	(200)	(300)	(400)	(500)
Commercial Programme		149	319	489	659	829
Service Redesign Programme		68	148	228	308	388
Affordable Housing Programme						
Approved projects		380	410	410	410	410
Savings identified by Heads of Service		331	509	549	549	549
Total savings initiatives identified		1,383	1,941	2,331	2,681	3,031
Cumulative savings still to be found/ (surplus)		7	(96)	(152)	(139)	(189)
Annual savings still to be found per year		7	(103)	(56)	13	(50)
Council Tax increase included above		2.00%	2.00%	2.00%	2.00%	2.00%
Annual increase (Band D property)		£5.99	£6.11	£6.23	£6.36	£6.48
Weekly increase (Band D property)		£0.12	£0.12	£0.12	£0.12	£0.12
Average annual increase (Band C property)		£5.32	£5.43	£5.54	£5.65	£5.76
Average weekly increase (Band C property)		£0.10	£0.10	£0.11	£0.11	£0.11

Appendix 1

<p style="text-align: center;">WORTHING BOROUGH COUNCIL Revenue Budget Summary Statement 2019/20 - 2024/25</p>						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Spending to be Financed from Taxation	Base £'000	£'000	£'000	£'000	£'000	£'000
Base budget	13,704	13,704	13,704	13,704	13,704	13,704
(a) <i>Annual Inflation</i>		506	1,005	1,499	1,979	2,464
(b) <i>One -off / non-recurring items</i>						
Local Elections (not held once every four years)		-	(50)	-	-	-
(c) <i>Committed Growth / Cost reductions</i>						
Fall out of SDLT pension costs.		(18)	(36)	(36)	(36)	(36)
Consolidation of homeless funding into overall Council funding as part of fairer funding review		-	150	150	150	150
Net cost of increasing recycling to meet 50% targets:						
- Full year impact of implementation of Alternate Weekly Collection		(130)	(130)	(130)	(130)	(130)
- Impact of introducing weekly food waste collections		-	128	128	128	128
New theatres and culture contract		100	50	-	(50)	(100)
Closure of Café at Brooklands during improvements		20	20	20	20	20
Reduction in commercial rental agreements		120	120	120	120	120
Reduction in pension contributions		(221)	(387)	(558)	(558)	(558)
Increase in demand for homelessness accommodation		100	100	100	100	100
Net new committed growth items identified by heads of service (see Appendix 2)		207	345	475	555	635
(d) <i>Impact of County budget reductions</i>						
Further reduction in supported housing budgets		630	630	630	630	630
Withdrawal of recycling support		671	671	671	671	671
(e) <i>Impact of capital programme</i>						
Financing costs - General Programme		(38)	162	201	449	743
Impact of refurbishment of High Street Car Park			105	291	291	291
Maximum impact of Gigabit Project		63	63	63	63	63

Appendix 1

WORTHING BOROUGH COUNCIL						
Revenue Budget Summary Statement 2019/20 - 2024/25						
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Net Spending to be Financed from Taxation	Base £'000	£'000	£'000	£'000	£'000	£'000
(f) <i>Impact of major projects</i>						
Impact of land acquisitions and new developments at Union Place, Grafton, town hall car park and other major projects.		-	400	700	800	900
(g) <i>Additional income</i>						
Investment income		(55)	(92)	(128)	(168)	(213)
(h) <i>Approved Growth items</i>						
Provision for new growth items		90	180	270	360	450
Total Cabinet Member Requirements	13,704	15,749	17,138	18,170	19,078	20,032
Income from grants and taxation:						
<i>Business Rate Income</i>						
Baseline funding	2,649	2,694	2,748	2,803	2,859	2,916
Add: Net retained additional business rates	826	542	271	280	280	286
Add: Share of surplus /deficit (-)	-	-				
Add: Levy surplus	41					
Adjusted Business Rate income	3,516	3,236	3,019	3,083	3,139	3,202
<i>Council Tax income</i>	9,155	9,474	9,702	9,935	10,175	10,420
<i>New Homes Bonus</i>						
New homes bonus (2016-20)	518	-	-	-	-	-
New homes bonus (2017-21)	234	234	-	-	-	-
New homes bonus (2018-22)	222	222	222	-	-	-
New homes bonus (2019-23)	68	68	68	68	-	-
Total New Homes Bonus	1,042	524	290	68	-	-
<i>Collection fund surplus/deficit (-)</i>	(9)	(31)	-	-	-	-
Total Income from Grants and Taxation	13,704	13,203	13,011	13,086	13,314	13,622
(Surplus) / Shortfall in Resources	-	2,546	4,127	5,084	5,764	6,410

WORTHING BOROUGH COUNCIL
Revenue Budget Summary Statement 2019/20 - 2024/25

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Base £'000	£'000	£'000	£'000	£'000	£'000
Amount required to balance the budget	-	2,546	4,127	5,084	5,764	6,410
Savings identified to date (see Appendix 3):						
Strategic Property Investment Fund		500	700	900	1,100	1,300
Provision for future voids and repairs		(100)	(200)	(300)	(400)	(500)
Wellbeing centre and car park						352
Affordable Housing Programme						
Approved projects		806	845	845	845	845
Commercial Programme		494	924	1,354	1,784	2,214
Service Redesign Programme		106	226	346	466	586
Savings identified by Heads of Service		726	738	814	814	814
Total savings initiatives identified to date		2,532	3,233	3,986	4,636	5,638
Cumulative savings still to be found		14	894	1,098	1,128	772
Annual savings still to be found		14	880	204	30	(356)
Council Tax increase included above		2.00%	2.00%	2.00%	2.00%	2.00%
Annual increase (Band D property)		£4.75	£4.85	£4.95	£5.05	£5.15
Weekly increase (Band D property)		£0.09	£0.09	£0.10	£0.10	£0.10
Annual increase (Band C property)		£4.22	£4.31	£4.40	£4.49	£4.58
Weekly increase (Band C property)		£0.08	£0.08	£0.08	£0.09	£0.09

Committed Growth for 2020/21

Appendix 2

		Expected contribution / cost (-)		
		2020/21		
	Comments and Actions	Joint (memo only) £	Adur £	Worthing £
Committed Growth items:				
<i>Environmental services</i>				
Commercial Waste	Fall in income from garden waste sack sales partially due to customers opting for the green bin service.	-57,420	-20,670	-36,750
Cemeteries	Fall in income based on current demand			-4,210
Memorial safety programme	Essential maintenance to graves	-20,000	-7,200	-12,800
<i>Technical Services</i>				
Increased energy costs	There has been an overall increase in energy costs following the reprocurement exercise. The new electricity contract is for the provision of green energy as part of the Councils climate change commitments.	16,000	2,500	-20,500
Increase building maintenance costs	Maintenance costs, particularly at Worthing, have been increasing over the past few years. In part this reflects the age of the facilities which require a higher level of day to day maintenance.		-25,000	-50,000
Increase in water bills	Water use at the Splash Pad is now being billed for by Southern Water.			-3,000
Loss in rental income from registrars	Registrar will move into the new community hub during 2020/21 and no longer pay rent for space in Portland House.			
<i>Revenues and Benefits</i>				
Service digital transformation	Revs & Bens E-forms annual licence cost - associated with the delivery of the service savings outlined in Appendix 3	-15,000	-6,000	-9,000

		<i>Expected contribution / cost (-)</i>		
		<i>2020/21</i>		
	<i>Comments and Actions</i>	<i>Joint (memo only) £</i>	<i>Adur £</i>	<i>Worthing £</i>
<i>Financial Services</i>				
Payroll Services	End of contract with SDLT for payroll services	-50,950	-20,380	-30,570
<i>Corporate initiatives</i>				
Increase in capital programme	Additional funding required for high priority schemes due to be considered as part of the capital budget report. - Additional schemes identified for 2020/21		-19,600	-27,500
Pension costs	Payments made to the pension fund relating to staff who retired early.		-39,000	-13,000
<i>Planning and Development Management</i>				
Shoreham Harbour Planning Officer	The external revenue funding for the Shoreham Harbour Team (one full time and one part time staff member) runs out at the end of 2019/20 but the work of the team continues despite the adoption of the Joint Area Action Plan (JAAP). The co-ordination of regeneration work across Adur and Brighton to meet the JAAP aspirations including the development of the District Heat Network, Green Infrastructure Strategy and major transport improvements requires at least one full time post. There is insufficient capacity to take this work on within the existing teams.		-60,700	
Total Committed growth items identified by Heads of Service:		-127,370	-196,050	-207,330
Removal of contingency budget			70,000	80,000
Net committed growth identified			-126,050	-127,330

Savings proposals for 2020/21

Appendix 3

		Expected contribution / cost		
		2020/21		
	Comments and Actions	Joint (memo only) £	Adur £	Worthing £
<u>Affordable Housing Programme:</u> Delivering emergency, temporary and truly affordable housing to reduce placements costs Council owned supply	Acquisition and development of accommodation required to alleviate budget pressures in EA/TA - 151 Rowlands Road (20 units) - Downsview (9 units in 20/21 + 8 units 21/22) - Albion Street (use of converted houses)			33,300 72,500
Reduction in TA spend	Impact of opening doors and reduced need in Adur. Within Worthing, the benefit of Opening Doors has been offset by growth in housing numbers.		50,000	
Recommission supported housing programme	Cross-county working group re-commissioning supported housing programme to meet the challenge of reduced budgets from the County Council (tbc). (note: This will leave £200,000 in the supported housing impact budget)	1,000,000	300,000	700,000
Total delivered via Affordable Housing programme			380,000	805,800
<u>Commercial Property Investment Programme</u> Commercial property investment	Net of provision for voids		400,000	400,000
Adur Civic Centre - Phase 1	Full year effect of completion of the office block. Handed to new tenant on 23rd April 2019		55,000	
Total delivered via the commercial property investment programme			455,000	400,000

Savings proposals for 2020/21

Appendix 3

		<i>Expected contribution / cost</i>		
		<i>2020/21</i>		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<u>Commercial income programme:</u>				
<i>Environmental Services</i>				
Waste commercial income project	Increase in green bin sales from increased uptake for 2020/21	48,370	17,410	30,960
Parks and foreshore	Additional income from fees and charges (including beach hut rentals). This represents a 5% uplift for Adur District Council and 4% for Worthing Borough Council.		8,840	20,010
Cemeteries	Additional income		27,280	
Crematorium	Increased income from cremations and memorialisation			129,930
	Less: Additional staff to meet increased demand in bereavement services	-11,390	-4,560	-6,830
<i>Housing</i>				
HMO Licencing Fees				20,000
<i>Economy</i>				
Seafront concessions	The Big Wheel - Three year contract			100,000
<i>Planning and Development</i>				
Planning	Additional development management fees	30,000	12,000	18,000
Building Control	Improve trading position towards break-even for defined activities.	85,000	50,000	35,000
<i>Customer Services and Digital</i>				
Increase income from car parking fees from increased usage			30,000	35,000

Savings proposals for 2020/21

Appendix 3

		Expected contribution / cost		
		2020/21		
	Comments and Actions	Joint (memo only) £	Adur £	Worthing £
<i>Financial Services</i>				
Loan to GBMet	£5m loan for 20 years to GBMet. Arrangement fee in the first year.			100,000
<i>Communications</i>				
Increased income	Report to JSC in November 2019 approved setting up a company to expand income generating opportunities for the service.	20,000	8,000	12,000
Total commercial income			148,970	494,070
<u>Service Redesign programme</u>				
Effortless programme	Customer Transformation Programme			
	Reduction in 1 FTE Business Support through efficiencies in Revenue and Benefits project - removal of vacant post	25,750	10,300	15,450
	Managed reduction in Customer Services hours	20,000	8,000	12,000
Revenues & Benefits Change Programme	Staffing reduction - removal of vacant posts	115,280	46,110	69,170
	Increase long-term empty premium from Council Tax*	10,800	3,100	7,600
	Remove 1-month unoccupied & unfurnished discount from Council Tax*	2,100	800	1,300
	* The proposed changes to Council Tax are currently being consulted on and will be subject to a decision of Council.			
Total for Service Redesign Programme			68,310	105,520

Savings proposals for 2020/21

Appendix 3

		Expected contribution / cost		
		2020/21		
	Comments and Actions	Joint (memo only) £	Adur £	Worthing £
<u>Corporate Initiatives</u>				
Inflation management	New approach to inflation management suggested by LGA Peer Review	89,000	40,000	153,000
<u>Communities Directorate:</u>				
Housing - New Burdens funding	One-off contribution to savings targets from unused grants	120,000		120,000
<u>Environmental Services</u>				
Closure of Brooklands Par 3	Deletion of 2 vacant posts			25,690
Parks self management initiatives for bowling clubs and allotment societies	Savings in salaries, materials, equipment	45,150	18,060	27,090
	Less: Loss of income		-8,270	-11,880
Reduction in use of Agency Staff		50,000	18,000	32,000
Environment service redesign programme - Phase 2	Review of service encompassing the vehicle workshop, cleansing and grounds maintenance	172,480	68,990	103,490
<u>Wellbeing Services</u>				
Head of Wellbeing	Salary saving - Reduction in hours (1 day a week)	23,000	9,200	13,800
Base Budget Review	Community Wellbeing services - deletion of unused budget provisions	10,110	4,040	6,070
	Review of vehicle costs			1,710
	Be Safe Be Well - deletion of unused budget			1,240
<u>Housing</u>				
Housing Act Advances	Deletion of unused budget			5,000
Head of Housing	Deletion of unused miscellaneous budgets	30,000	12,000	18,000

Savings proposals for 2020/21

Appendix 3

		Expected contribution / cost		
		2020/21		
	Comments and Actions	Joint (memo only) £	Adur £	Worthing £
<u>Economy Directorate</u>				
<i>Major projects</i>				
Sale / JV of Adur Civic Centre	Possible exchange in 2019/20 with completion in 2020 following planning process.		58,330	
<u>Digital and Resources Directorate</u>				
<i>Financial services</i>				
Deletion of vacant administration post				13,800
Gigabit external funding secured	2/3rds funding secured towards the scheme. Fully funded in 2020/21.		42,000	63,000
Council Tax Discount reviews	Removal of erroneous discounts. Joint exercise with Customer Services and the Revenues teams			40,000
Deletion of unused budgets		1,000	400	600
Deletion of levies budget	Now the responsibility of WSCC		12,640	
Pension budget review	Review of pension payments funded directly by the Councils		7,000	40,000
<i>Legal Services</i>				
Salary savings	Deletion of part vacant post	15,000	6,000	9,000
Computer cost savings	IKEN	7,500	3,000	4,500
<i>Human Resources</i>				
Human Resources printing	Printing budget not all required	1,150	460	690
<i>Technical Services</i>				
Technical Services redesign	Deletion of vacant post following service redesign	50,000	20,000	30,000
Porters Van	Use of a pool car rather than have a dedicated vehicle	1,840	740	1,100

Savings proposals for 2020/21

Appendix 3

		<i>Expected contribution / cost</i>		
		<i>2020/21</i>		
	Comments and Actions	<i>Joint (memo only)</i> £	Adur £	Worthing £
<i>Customer and Digital Services</i>				
ICT	Removal of ICT Out of Hours allowance	7,000	2,800	4,200
Base budget review	Savings in Digital Budget related to Census unwinding	40,000	16,000	24,000
Other corporate initiatives			331,390	726,100
Total savings identified			1,383,670	2,531,490

Project	Overall annual savings generated £	Adur District Council				Nature of expenditure
		Annual saving %	Annual saving £	Financial year	Amount of capital receipts used £	
Environmental Services Redesign - Phase 1	336,670	37.91	127,630	2018/19 Actual	44,630	Redundancy costs and pension strain
				2019/20	13,600	
				2020/21	13,600	
2020/21 savings proposals	371,000	40	148,500	2020/21	120,000	tbc
Total	707,670		276,130		191,830	

Project	Overall annual saving generated £	Worthing Borough Council				Nature of expenditure
		Annual saving %	Annual saving £	Financial year	Amount of capital receipts used £	
Environmental Services Redesign - Phase 1	336,670	62.09	209,040	2018/19 Actual	164,432	Redundancy costs and pension strain
				2019/20	22,300	
				2020/21	22,300	
2020/21 savings proposals	371,000	60	222,500	2020/21	180,000	tbc
Total	707,670		431,540		389,032	

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ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 12

Key Decision [~~Yes~~/No]

Ward(s) Affected: All

Investing for the future: Capital Programme 2020/21 to 2022/23

Report by the Director for Digital & Resources

Executive Summary

1. Purpose

1.1 The Councils annually approve a two year capital programme on a rolling basis. This time last year the Councils approved a programme for 2019/20 to 2020/21, members are now asked to approve the programme for 2020/21 - 2021/22 along with a further indicative year. This report recommends:

- changes to the currently approved 2020/21 Capital Investment Programme for Adur District Council, Worthing Borough Council and the Joint Strategic Committee;
- the schemes for inclusion in the overall Capital Investment Programmes for 2021/22; and
- an indicative list of schemes for 2022/23 which will be confirmed next year.

1.2 The report also informs the Joint Strategic Committee of the resources available for future capital investment, and updates Members about the financing of the proposed programmes.

1.3 The following appendices have been attached to the report:

- (i) **Appendix 1** The approved joint prioritisation system;

- (ii) **Appendix 2** The proposed changes to the current 2020/21 Capital Investment Programme and proposed new schemes to be included for 2021/22 and 2022/23 in the **Adur District Council** General Fund Capital Investment Programmes which is recommended for approval;
- (iii) **Appendix 3** The proposed changes to the current 2020/21 Capital Investment Programme and proposed new schemes to be included for 2021/22 and 2022/23 in the **Worthing Borough Council** General Fund Capital Investment Programme which is recommended for approval;
- (iv) **Appendix 4** The Joint Strategic Committee proposed programme of new Adur District Council and Worthing Borough Council partnership schemes, which is recommended for approval;
- (v) **Appendix 5** The proposed Adur District Council Adur Homes Housing Renovation Programme 2021/22 - 2022/23, which is recommended for approval;
- (vi) **Appendix 6** Amendments and additions to the Adur District Council Reserve List.
- (vii) **Appendix 7** Amendments and additions to the Worthing Borough Council Reserve List.

2. Recommendations

2.1 The Joint Strategic Committee is recommended to:

- (a) Consider the General Fund Capital Investment Programmes for 2021/22 and 2022/23 and confirm the schemes to be included as detailed in Appendix 2, 3 and 4;
- (b) Approve the changes to the General Fund Capital Investment Programme for 2020/21 as detailed in Appendix 2 and 3;
- (c) Approve the Adur District Council Adur Homes Housing Renovation Programme 2021/22 - 2022/23 as detailed in Appendix 5;
- (d) Agree the amendments and additions to the reserve lists as detailed in Appendices 6 and 7;
- (e) Recommend the 2021/22 and 2022/23 Programmes for approval by the respective Councils on the 19th December 2019 (Adur) and 17th December 2019 (Worthing).

3. Context

3.1 The Adur and Worthing Capital Strategy 2020 - 23 was updated and agreed by the Joint Strategic Committee (JSC) on 9th July, 2019. The financial impact of the proposed Capital Investment Programme was set out in the outline 5 year forecast included in the “Becoming financially Sustainable - Budget Strategy for 2020/21 and beyond” report which was agreed by JSC at the same meeting.

3.2 The Capital and Budget Strategies set out the following:

- (a) A maximum level of funding available per year for the next 5 years to fund new General Fund schemes:

Adur District Council	£1.0m (plus £5.5m in 2020/21 increasing to £5.6m in 2022/22 for the Housing Investment Programme (excluding new developments which are considered separately))
Worthing Borough Council:	£2.5m

- (b) The Budget Strategy highlighted concerns about affordability in the medium term. Members of both Councils were made aware that the number, age and condition of both Councils’ assets continue to be a cause for concern. The funding of the programmes is to be comprised of prudential borrowing, capital grants, revenue/reserve funding and capital receipts.

- (c) Additional capital expenditure will only be agreed where additional funding from capital grants, contributions, earmarked receipts, approved additional prudential borrowing or use of reserves has been secured.

3.3 The Capital Strategy agreed in July 2019 confirmed the approach to setting the capital investment programme. The programme is set on a two year basis to enable better programming of schemes and to ensure cost effective procurement is undertaken. The strategy confirmed the following resource allocations:

- £615,000 set aside for partnership schemes principally to fund the planned vehicle replacements.
- £100,000 for essential IT replacement .
- £225,000 to be set aside for essential capital maintenance schemes.
- £125,000 set aside for the delivery of the digital strategy.
- The Strategic Property Investment Fund to remain at £50m for each Council per year to support the delivery of the Budget Strategy capped at an overall investment amount of £150m per Council

3.4 As the July 2019 Capital Strategy explained, the top slicing of the capital programmes in each year to ensure funding for key strategic issues such as ICT and the other partnership programmes will mean that, of the overall resources available in 2021/22, only the following resources will remain for other schemes:

- **Adur District Council:** £589,000
- **Worthing Borough Council:** £1,837,000

4. Strategic Issues Affecting The Development Of The Programme:

4.1 The following paragraphs are an update on the key strategic issues which affect the development of the capital programme:

(a) **Corporate Condition Surveys**

These condition surveys have been externally commissioned. This important piece of work will be used to inform the development of the capital programme in the future

(b) **Adur and Worthing Affordable Housing - Support to Registered Social Landlords**

The need for a budget provision:

The Councils have a duty to assess and deal with housing need. They have a Core Strategy requiring affordable provisions on housing developments. Both Councils currently have resources that could be utilised for this purpose:

- i) Adur District Council can use unallocated S106 receipts or Right to Buy receipts that have been set-aside for the replacement of

affordable homes under the agreement with the Department of Communities and Local Government.

- ii) Worthing currently has £3.3m capital receipts set aside as a result of Right to Buy clawback from Worthing Homes and from time to time there are ring fenced S106 receipts for both Councils from developers in lieu of providing affordable housing on site of which £95k remains currently unallocated.

These are useful sources of funding to top-up schemes part funded from elsewhere, in order to ensure that schemes actually happen and get people off the Housing Register. The use of the Council's own assets to enable affordable housing development is becoming increasingly important as the more traditional funding sources, such as Homes England decreases. The current Housing Strategy commits the Councils to ensuring that all new developments directly or indirectly contribute to the increase in affordable units across Adur and Worthing by providing 30% as affordable units.

The Councils continue to work closely with our Registered Provider (RP) partners to find and part fund sites where there is a compelling case. It is important to sustain an ongoing budget to enable the Council to input where appropriate when a site becomes available.

In theory the more affordable homes that are available, the less pressure there would be on the authority to source and pay for temporary accommodation. Though the direct effect on these budgets is relatively small, increased availability of affordable housing will reduce the length of time households stay on the housing register bidding for suitable homes as the Councils have nomination rights to the properties and at subsequent relets

Homes England contributions to housing developments:

In November 2018, Homes England published its strategic plan 'Making Homes Happen' for 2018/19-2022/23 which includes the statement 'Ultimately, we need to disrupt the housing market'. Clearly there is ambition to support the delivery of more affordable housing and as such the strategy covers a range of areas including:

- Supporting the affordable housing market
- Providing investment products

- Unblocking and enabling land
- Delivering home ownership products
- Supporting modern methods of construction
- Addressing barriers for smaller builders and
- Providing expert support to priority locations

The Councils have a positive relationship with Homes England who are committed to supporting our ambition to increase the supply of affordable homes in Adur and Worthing.

(c) **Adur Homes Investment Programme**

The condition surveys of the housing stock have revealed that the Councils need to invest at least £33m in the next 5 years. The current programme approved by JSC addresses the most immediate of the issues currently identified. Attached at Appendix 5 is the draft programme for 2021/22 - 2022/23 and further work is underway to develop the detailed programme for the forthcoming years.

Alongside the maintenance programme, the Council is committed to a development programme with two schemes currently in progress:

- Cecil Norris House
- Albion Street

Further sites are being explored to expand the programme and it is expected that a further report will come to the Joint Strategic Committee early in the new year which will recommend which sites should be the subject of detailed feasibility work. Each scheme (or group of schemes) will be the subject of a full business case analysis prior to the release of any funding

However, the amount that can be invested in the housing stock is constrained by the affordability to the Housing Revenue Account due to the legacy of rent limitation. Rents are due to increase next year by inflation plus up to an extra 1% for the first time in four years and the priority at the moment is to return to financial sustainability after having set a deficit budget for the past two years.

(d) **Worthing Borough Council – Multi Storey Car Parks (MSCPs)**

As part of the Worthing's economic regeneration programme, there continue to be changes to parking infrastructure in the short to medium term. In relation to council owned car parks these include:

- Construction of a new car park on the Town Hall site to provide parking to the new Integrated Care Centre and the town centre
- The redevelopment of Grafton MSCP (which currently provides 450 spaces) with an indicative time-scale of 3 to 5 years. Additional parking spaces will be provided elsewhere in the Town Centre.
- Retention and refurbishment of Buckingham Road (288 spaces) and High Street (644 spaces) car parks.

The condition surveys have confirmed some long term concerns with regards to the condition of the structures of the MSCPs. Many of the more pressing issues have already been addressed and over the past three years the Council has spent £2.3m.

Members considered a strategic report regarding the future of the car parks at the Joint Strategic Committee on the 6th November 2018 which informed the future provision of parking within the town centre.

A full refurbishment programme for Buckingham Road and High Street car parks is planned for the next two years. Improvements will include deck coatings, wayfinding, cladding at High Street, new edge barriers, and replacement lifts at High Street car park. The report to the Joint Strategic Committee provided full details of these works and recommended the refurbishment of Buckingham Road MSCP at a cost of £1,533,000. The refurbishment works at the High Street MSCP were approved as part of the 2020/21 Capital Investment programme funded by borrowing and are expected to cost £3.5m.

Included in the proposals for 2021/22 and 2022/23 is a further £350,000 for the replacement of payment equipment and barriers with automatic number plate recognition technology.

However to put this level of investment into some context, all of the main car parks generate significant annual profit which justifies the level of spend currently being incurred:

Net annual income	2019/20 budget
	£'000
Grafton MSCP	258
Buckingham MSCP	103
High Street MSCP	218
Total net income	579

(f) **Public conveniences**

The Capital Investment Programme generally includes a provision to fund refurbishment of the public conveniences in Adur (12) and Worthing (19). The programme recommended for approval includes the following sums:

	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Adur	50	50	30	50 (tbc)
Worthing	640	100	100	100

The condition of the public toilets is kept under review through regular inspections by our own Cleansing section who monitor the standards of cleaning currently carried out by an external cleaning contractor (this service is soon to be bought in house), and the Technical Service team who will deal with any responsive repairs or vandalism issues.

The corporate condition survey work currently being undertaken will include the public conveniences. This will help us to prioritise future capital and revenue expenditure. Until we have this information, Technical Services have identified a priority list of sites across Adur and Worthing using local knowledge. This list has been discussed with each Executive Member.

In parallel to this, Worthing Borough Council is undertaking a strategic review of all sites to ensure provision is targeted effectively. Once completed, this will help inform the future refurbishment programme. The outcome of this review will be reported back to Council next year.

The following list indicates the budget required to bring the facilities up to a good standard. This list has been prepared in the absence of detailed condition surveys and gives the Councils a three year programme of works for refurbishing our public toilets matched to the proposed capital improvement budgets.

Adur Toilets	Year	Proposed Budget
		£'000
Fort Haven	2019/20	50
Replacement hand dryers	2020/21	30
Other refurbishments	2020/21	20

Worthing Toilets	Year	Proposed Budget
		£'000
Broadwater Green Pavilion	2019/20	90
Church House Ground Pavilion	2019/20	150
High Street MSCP, High Street, Worthing which will form part of the larger refurbishment	2020/21	100
Highdown Gardens	2020/21	150
Brooklands, Western Road, Worthing*	2020/21	150
Sea Lane Cafe Car Park, Goring, Worthing	2020/21	25
Marine Gardens, Worthing	2020/21	30

* Supports the delivery of the Brooklands Masterplan

(g) **Parks Improvement Programme:**

There are several initiatives currently underway to improve the parks and open spaces for residents. There are significant investments planned by the Councils in these important local amenities.

	2019/20 Approved	2020/21 Approved	2021/22 Proposed	2022/23 Indicative
	£'000	£'000	£'000	£'000
Adur				
Play area improvements	201	101	101	101
Partnership projects to improve sporting facilities	172	-	-	-
General parks improvements	20	248	120	20
	393	349	221	121

	2019/20 Approved	2020/21 Approved	2021/22 Proposed	2022/23 Indicative
	£'000	£'000	£'000	£'000
Worthing				
Play area improvements	209	140	101	101
Partnership projects to improve sporting facilities	840	-	-	-
Highdown Gardens	955	-	-	-
Brooklands Park				
- Delivery of masterplan	90	250	-	-
- Repair of outfall pipe		296	-	-
General parks improvements	60	56	167	15
	2,154	742	268	116

These include the following programmes of work:

- Playgrounds
- Partnership projects to improve sporting facilities
- Highdown Gardens
- Brooklands
- General Parks and Open Spaces improvements (including measures to tackle Ash Dieback and to create sustainable landscapes)

Further details regarding these programmes of work are provided below.

Playgrounds

For both Councils, there is a play area prioritisation list in place which details the order in which each Council's play areas are selected to be put forward for refurbishment. The criteria used to determine the order in which the play areas are refurbished was scrutinised at the Joint Overview and Scrutiny Committee (JOSC) in July 2017, with no recommendations or alterations to the process suggested.

The recommended programme for playground improvements for the next 3 financial years is as follows:

2020/21

Adur: Sompting Recreation Ground Play Area (£100.8k)

Worthing: i) Brooklands Pleasure Park Play Area (£140k) which supports the delivery of the Brooklands Masterplan.
ii) Replacement of rubber safety surfacing across various sites (£60k)

2021/22

Adur: General play area improvements - safety surfaces, new equipment and perimeter fencing (£100.8k)

Worthing: General play area improvements - safety surfaces, new equipment and perimeter fencing (£100.8k)

2022/23

Adur: General play area improvements - safety surfaces, new equipment and perimeter fencing (£100.8k)

Worthing: General play area improvements - safety surfaces, new equipment and perimeter fencing (£100.8k)

(h) **Partnership funding for community groups and Trusts**

The Councils work with a range of organisations to provide services to the local community. These range from formally commissioned services from local Trusts who provide leisure and arts services, to smaller voluntary groups to which the Council lease buildings often at nil or negligible cost.

Contained within the programme are several schemes which meet the Councils obligations under these agreements.

	2019/20 Approved	2020/21 Approved	2021/22 Proposed	2022/23 Indicative
	£'000	£'000	£'000	£'000
Adur				
- Adur Community Leisure	695	50	303	-
- Community centres	-	321	35	-
	695	371	338	-

	2019/20 Approved	2020/21 Approved	2021/22 Proposed	2022/23 Indicative
	£'000	£'000	£'000	£'000
Worthing				
- South Downs Leisure Trust	-	246	-	-
- Worthing Theatres and Museum Trust	447	308	355	2,950
- Community centres	-	-	-	30
	447	554		

In addition, the Councils also supports groups making bids to third parties by providing match funding. Within the 2021/22 programme are schemes which would provide match funding to a significant HLF bid of £2.5m for the museum proposed by Worthing Theatres and Museum Trust.

A further bid of £2.84m is planned for 2022/23 for the refurbishment of the Pavilion Theatre for which match funding of £190,000 will be required from the Council.

5. Resources

5.1 There are two influences on the overall size of the capital programmes, namely:

- (i) the level of available capital resources to fund the programmes;
- (ii) the extent to which the revenue consequences of the programmes in terms of the cost of borrowing, lost investment income and any associated running costs can be accommodated within the revenue budget.

5.2 The financial position for both Councils remains challenging over the next five years, particularly for Worthing Borough Council. The need to invest in existing assets, as well as provide for partnership working and new initiatives, means that both Councils will need to sustain relatively modest programmes as outlined in paragraph 3.2 for the foreseeable future. However, the

programmes are under pressure. The need to increase the level of investment has to be balanced against the difficult financial position of the Councils.

5.3 There is little change in the method of financing the programmes planned over the next 3 years. In addition, both Councils have approved a 'Strategic Property Investment Fund' which is an invest-to-save provision and specific investments which meet the criteria will be funded through prudential borrowing.

5.4 Both proposed programmes assume a phased use of the available prudential borrowing, capital receipts, reserves and the Major Repairs Reserve for Adur Homes which is generated from the depreciation set aside on an annual basis. These are discussed in more detail below:

5.5 **Usable Capital Receipts derived from the sale of assets**

5.5.1 Usable capital receipts are generated through the sale of Council owned assets. Both Councils are actively looking for opportunities to increase the available receipts as follows:

i) *Adur District Council*

In the past, the main source of capital receipts for Adur District Council has come from council housing sales which are used to support the HRA Investment Programmes. However the sale of Adur Civic Centre will lead to a substantial capital receipt.

Adur has signed up to the DCLG agreement allowing 100% of Right to Buy (RTB) receipts to be retained to finance new affordable homes within the Adur area. However, the receipt can only provide 30% of the cost of any new build which means that the remaining 70% has to be financed from other sources including borrowing. A condition of being able to retain capital receipts arising from RTB sales was that they must be spent within a 3 year time limit. Receipts have to be returned after 3 years if we cannot allocate the receipts to any new homes. Properties may be built by Adur Homes or another Registered Provider.

Other Housing Revenue Account property or land sales fall outside the requirements of RTB receipts and may be retained by Adur provided it is spent on affordable housing, regeneration or the paying off of Housing Revenue Account debt.

ii) Worthing Borough Council

General receipts are used to fund the capital investment programme.

Worthing Borough Council also has the right to a proportion of the receipts generated from the sales of homes by Worthing Homes. These receipts have been set aside to fund the delivery of affordable housing

5.5.2 Whilst, the revenue implication of using any capital receipts is by no means as much as those incurred by borrowing, this is by no means a 'free' source of funding. The annual revenue costs of using £1m of capital receipts are as follows:-

	Year 1 £	Year 2 £
Interest at say 0.75%	3,750	7,500

In the past capital receipts have been a major source of funding for both Councils' capital programmes. Members will be aware that the Councils now have only limited access to capital receipts as:

- a) Neither Council owns large tracts of land that can be easily disposed of when capital receipts are needed. Indeed, any such tracts of land may afford the Council will the opportunity to either directly or indirectly improve the supply of affordable housing. There are some disposals which are currently taking place and which could be made available in time, but these are unlikely to meet all the investment needs of either Council in the immediate future;
- b) There are very few other options for future disposals of operational assets, owned by either council, without service provision implications;
- c) Any benefits that might accrue from the sale of non-operational assets, such as the commercial properties, will be largely negated by the loss of significant rental and lease income. Consequently, the disposal of such assets can only be undertaken when there is a clear business case to justify such an action;

5.5.3 In addition, due to the pressure on the reserves, some of the receipts generated in the period 2016 - 2019 have been set aside to fund the costs associated with delivering the savings necessary to balance the revenue budget. The report on the budget elsewhere on the agenda outlines the proposed use in the forthcoming years.

5.5.4 In light of the budget strategy and the limitations on generating additional capital receipts, the estimated balance of capital receipts to fund the 2021/22 and 2022/23 Capital Investment Programmes will be:

Adur District Council

Adur District Council		Balance at 1st April £'000	* Receipts Generated £'000	Planned Use £'000	Balance at 31st March £'000
2021/22	General	-	-	-	-
	Ring-fenced				
	- HRA	2,514	801	(1,317)	1,998
	- General Fund	200	6	(6)	200
	Total	2,714	807	(1,323)	2,198
2022/23	General	-	-	-	-
	Ring-fenced				
	- HRA	1,998	801	(1,000)	1,799
	- General Fund	200	6	(6)	200
	Total	2,198	807	(1,006)	1,999

Worthing Borough Council

Worthing Borough Council		Balance at 1 st April £'000	Receipts Generated £'000	Planned Use £'000	Balance at 31 st March £'000
2021/22	General	-	-	-	-
	Ring-fenced	2,902	202	(2,102)	1,002
	Total	2,902	202	(2,102)	1,002
2022/23	General	-	-	-	-
	Ring-fenced	1,002	202	(1,112)	92
	Total	1,002	202	(1,112)	92

The lack of capital receipts as a source of funding is a problem for both Councils. It is inevitable that both Councils will need to borrow to sustain their respective capital programmes with inevitable higher revenue consequences as a result.

5.6 Prudential Borrowing

5.6.1 For the General Fund, the Prudential Code generally gives an unlimited ability to borrow, provided it is 'affordable, sustainable and prudent'. In practical terms the amount of the borrowing is inhibited by the impact of the associated revenue consequences on the revenue budget and on council tax.

5.6.2 Historically, the position for Adur's Housing Revenue Account was different. Since April 2012, any future borrowing for capital investment in the housing stock, would only be allowable subject to repaying existing debt and creating headroom between actual debt and the borrowing limit of £68.9 million. However, the debt cap on the HRA has been removed and so the limitation on any future borrowing will be the affordability of the revenue consequences of the borrowing for the HRA.

5.6.3 Whilst, the HRA has the option to make a voluntary revenue provision (VRP) for the repayment of debt, at the moment, this option is not being exercised due to the financial position of the HRA. This will be reassessed once the government policy on rent levels of a 1% annual reduction comes to an end in 2020/21. The repayment of debt can also be funded from the depreciation which is set aside into the Major Repairs Reserve (see 5.7.1 below).

5.6.4 The annual revenue costs of each additional £1m of Prudential Code borrowing are estimated to be as follows:-

	Year 1 £	Year 2 £
Principal repayment based on the annuity method *	0	53,770
Interest at say 3%	15,000	30,000
Total costs	15,000	83,770

* Both Councils have a policy of repaying any debt over the life of the asset acquired. On average the assets funded will have a life of 15 years which is equivalent to a 7% revenue provision each year.

MRP= Minimum Revenue Provision – the amount of loan that has to be repaid each year, notionally this is the amount set aside to repay debts which have accumulated to finance schemes.

5.7 Adur Housing Revenue Account - Major Repairs Reserve contribution

5.7.1 The Council is allowed to set-aside amounts into a Major Repairs Reserve, equivalent to at least the annual depreciation charge for the housing stock made to the Housing Revenue Account. This can be used to fund the repayment of debt or to finance capital expenditure. The major repairs allowance calculation for 2019/20 is initially estimated at £4m which will be used to finance the capital programme.

5.7.2 New capital expenditure on housing will be financed from direct revenue contributions, capital receipts, the Major Repairs Reserve or from Prudential Borrowing. Any new borrowing will require amounts to be set aside from the Major Repairs Reserve for repayment of debt.

5.8 Revenue Contributions and Reserves

5.8.1 Worthing Borough Council has a specific capital reserve set aside to fund the capital improvements at the Crematorium. The Crematorium makes an annual contribution to the reserve from the additional income generated by the agreed improvements.

5.8.2 The HRA has set up a 'New Acquisition and Development' reserve specifically to fund initiatives to increase the supply of affordable housing.

5.9 Capital Grants and other external funding

5.9.1 The following capital grants and other contributions are expected and have been taken into account within the overall resources for the 2021/22 capital programmes:

Adur District Council External Funding

	£
Disabled Facilities Grant (Better Care Fund)	375,000

Worthing Borough Council External Funding

	£
Disabled Facilities Grant (Better Care Fund)	800,000
External Funding Bids	300,000
Worthing Theatres and Museum Trust	44,160

5.9.2 Disabled Facilities grants are mandatory and each Council has to approve all eligible grants. All approvals are for 12 months and works can be undertaken at any time in this period. Any unspent grant can be carried forward to future years to fund outstanding grant commitments at 31st March.

6.0 DRAFT PROGRAMMES

General Fund Programme

- 6.1 The 2021/22 and 2022/23 draft General Fund programmes are attached at Appendix 2 and 3 which also includes the proposed changes to the 2020/21 programme. The indicative programmes have been prepared on the basis of the agreed guidelines and the estimated resources. Each scheme has been scored using the priority scoring system devised under the Capital Strategy, producing a balanced programme in accordance with the overall available funding. At this stage, the schemes recommended for inclusion 2022/23 are indicative only and will be reassessed next year.
- 6.2 Members are asked to consider the proposed programmes. Members can remove schemes if they consider that they should not be supported at this time or add schemes which merit support provided that the overall programme remains affordable. Additional information is provided below on the proposed invest to save schemes and other issues which members should be aware of when considering the overall programme.

6.3 **Invest to save schemes**

The Councils will consider 'invest to save' capital proposals which produce revenue savings that exceed the cost of borrowing by at least 10% over the life of the investment. The following schemes are included in the capital programme. Funding will be released on presentation of a business case

(i) Empty Properties

Historically, this scheme has been funded from New Homes Bonus. However, this will cease to be paid to the Councils in future and is due to be fundamentally reformed. Consequently, this scheme will be funded in future from the repayment of empty property grants and loans. The effectiveness of the scheme is reviewed annually.

The Councils continue to build on the working relationship with the nominated private sector letting agent that we are currently in partnership with to manage our guaranteed rent scheme. We have already achieved one of our objectives by developing a Guaranteed Rent Scheme with Northwood's letting agent. This is proving successful with 23 properties to date being referred to them and the housing options team receiving the nomination rights. There has been a growing number of empty home owners interested in the schemes

and new approaches continue to be sought to promote the funding to Empty Property owners. Increasing the supply of private sector rental properties available at Local Housing Allowance levels remains a key objective.

Close working with our Legal Team to develop and finalise the Enforced Sales Procedure is nearing fruition which will allow us to proceed with the sale of three long term empty properties, we anticipate using this procedure on further properties in the future.

A number of projects are currently underway with the YMCA, who still have HCA grant funding. The councils funding from the Empty Property Assistance Programme will see an empty run down property of over three years being renovated and brought back into occupancy as a four bed HMO nomination rights to this property will be awarded to the council for the next five years.

The Councils will continue to focus on achieving the objectives set out in the Empty Property Strategy and working with partners in the charitable sector as well as individual empty property owners to increase the supply of affordable housing as these properties are let at social rents.

The success of this initiative will be monitored.

(ii) *Strategic Property Investment Fund*

Both Councils have committed to investing in Commercial Property to produce a long term sustainable income for the Council. The investment in such property is governed by the Commercial Property Investment Strategy which was approved by the Joint Strategic Committee on the 5th March 2019

To enable this objective to be met, as part of the Capital Strategy, each Council has set aside funding for a Strategic Property Investment Fund. Each investment should generate income which exceeds the potential borrowing costs associated with the purchase or development of the new property

Whilst under the constitution the Head of Major Projects has the delegated authority to purchase property provided that a budget exists; given the nature of these investments, each individual purchase or

development is the subject of a business case which is approved by the relevant Leader and Executive Member of Resources.

The amount that can be invested in any given year by each Council is currently capped at £50m with an overall cap in the level of investment at £125m. However there may be instances when property becomes available during the year which meets the investment objectives but which will mean that the cap will be breached in a given year. In these cases budget from the following year can be bought with the approval of the Executive Member of Resources.

(iii) Temporary accommodation

The cost of temporary and emergency accommodation has been escalating. In response to this, the Councils have each created a budget to purchase temporary accommodation for residents who the Council has a duty to house temporarily. Each proposal is assessed for financial and operational viability before a business case is approved by the Executive Member.

(iv) Energy Efficiency / Carbon Reduction Schemes

Both Councils currently have provision within the capital programme for energy efficiency / carbon reduction schemes which produce savings to offset any potential borrowing costs.

	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000
Adur	325	-	325	325
Worthing	411	-	400	400

The Councils have recently commissioned a carbon reduction plan which should shape this programme of work for the next 3 - 5 years.

6.4 **Schemes currently below programme financial cut-off**

6.4.1 This year there are a few schemes which fall below the proposed cut-off for each of the programmes. These are detailed in appendices 2 and 3.

6.5 **Adur Housing Investment Programme**

6.5.1 The estimated resources available to fund the 2020/21 - 2022/23 HRA Investment Programme are sufficient to fund all the schemes detailed in Appendix 5.

6.5.2 The first priority for the programme is the continued maintenance of Council homes to address issues arising from the condition survey. Members have recently approved the programmes for 2020/21 - 2021/22, which are detailed in Appendix 5.

6.6 **Overall**

The following assumptions have been used in preparing the draft programmes:

- (a) Maximise use of external funding where possible.
- (b) Continuation of Specific Grant Aided Funding for Mandatory Disabled Facilities Grants.
- (c) The proposed Capital Programme and Reserve Lists include a number of the larger planned maintenance schemes. Only schemes which meet the criteria for capital funding are included.

6.7 The following tables are a summary of total resources used to fund the new schemes included in the draft programmes for 2021/22 and 2022/23.

Adur District Council

Programme Year	Revenue Contributions and Reserves £	Major Repairs Reserve £	Capital Grants and Contributions £	Usable Capital Receipts £	Borrowing £	TOTAL £
2021/22						
General Fund	81,290	-	375,000	6,000	1,640,000	2,103,520
HRA	-	3,900,000	-	-	1,700,000	5,600,000
Total	81,290	3,900,000	375,000	6,000	3,340,000	7,703,520
2022/23						
General Fund	81,290	-	375,000	6,000	1,319,000	1,781,920
HRA	-	3,900,000	-	-	1,700,000	5,600,000
Total	81,920	3,900,000	375,000	6,000	3,019,000	7,381,920
Overall total						
General Fund	163,840	-	750,000	12,000	2959,600	3,885,440
HRA	-	7,800,000	-	-	3,400,000	11,200,000
TOTAL	163,840	7,800,000	750,000	12,000	6,359,600	15,085,440

6.8 Members will note that the total planned new spending for 2021/22 and 2022/23 is £15,085,440. The table above indicates how this proposed programme will be financed. However, the Council is applying for external funding from Homes England which would substantially reduce the borrowing associated with the delivery of new affordable homes; the bid is for 20% - 30% funding for Albion Street.

6.9 Members are also asked to approve changes to the 2020/21 Capital Investment Programme where urgent investment has been identified. The Council can accommodate the revenue implications of this increased level of investment within the proposed 2020/21 budget as detailed in the report on the revenue budget elsewhere on the agenda. Full details are included in Appendix 2 and are summarised below:

Schemes to be added to 2020/21 Capital Investment Programme	Funding (Council Resources Borrowing or Capital Receipts) £
Eastbrook Manor Community Centre - Replacement of the Multi Use Games Area (MUGA) and essential repairs to the building fabric	321,050
Lancing Manor Leisure Centre - Replacement of external cladding	50,000
Public Conveniences - Replacement of hand washing units	30,000
Total cost of new investments	401,050
Less: Proposed use of unallocated public convenience budget	-30,000
Additional borrowing required	371,050

Worthing Borough Council

Programme Year	Revenue Contributions and Reserves £	Capital Grants and Contributions £	Theatres Levy / Theatres External Funding £	Usable Capital Receipts £	Borrowing £	TOTAL £
2021/22						
General Fund	69,080	800,000	344,160	2,000	4,898,000	6,113,240
2022/23						
General Fund	69,080	800,000	2,679,000	2,000	4,933,000	8,483,080
GRAND TOTAL	138,160	1,600,000	3,023,160	4,000	9,831,000	14,596,320

6.9 Members will note that the total planned new spending for 2021/22 and 2022/23 is £14,596,320. The table above indicates how this proposed programme will be financed.

- 6.10 Members are also asked to approve changes to the 2020/21 Capital Investment Programme where urgent investment has been identified. Full details are included in Appendix 3 and are summarised below:

Schemes to be added to 2020/21 Capital Investment Programme	Funding (Council Resources Borrowing or Capital Receipts) £
Brooklands Masterplan Delivery	250,000
Brooklands Lake - Replacement of failed section of outfall pipe to mitigate the risk of flooding	296,000
Splashpoint Leisure Centre - replacement of steps to the flume	40,000
Total cost of new investments	586,000
Less : Utilisation of capital reserves	(29,000)
Utilisation of ION receipt	(130,090)
Utilisation of 2020/21 contingency	(100,000)
Additional borrowing required	326,910

7. Revenue Implications

- 7.1 The revenue implications (excluding the revenue impact of financing the Capital Investment Programme) of all the capital projects in the draft programmes are shown in the last column of appendices 2 and 3. An assessment of the revenue implications of the planned programme has already been built into the Medium Term Financial Plan. This has already been recognised as a genuine expenditure within the overall revenue budget. There is, of course, no obligation to spend merely because resources are available. In considering the merits of any capital investment proposal, the opportunity cost of using the resources, the revenue cost associated with any borrowing and the interest earnings foregone by utilising capital receipts and reserves, require full consideration.
- 7.2 The full year revenue impact of financing the capital programme is shown below:-

Adur District Council

Programme Year	Revenue Impact		Cumulative		Full-Year Impact in
	General Fund £	HRA £	General Fund £	HRA £	
2021/22	164,105	170,000	164,105	170,000	2022/23
2022/23	131,945	170,000	296,050	340,000	2023/24

Worthing Borough Council

Programme Year	Revenue Impact	Cumulative	Full-Year Impact in
	Borrowing £	Borrowing £	
2021/22	489,800	489,800	2022/23
2022/23	493,300	983,100	2023/24

The above figures, for both councils, do not include any other direct revenue implications, which could be either positive or negative, depending on the particular schemes. The draft programmes show the other ongoing annual running costs of servicing and maintaining the proposed schemes and savings generated from the capital investment which will be included within the revenue budget.

8. Prudential Indicators

8.1 The statutory framework for the Prudential System is set out in Chapter I of the Local Government Act 2003 and in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 as amended. The framework incorporates four statutory codes. These are:

- The Prudential Code prepared by CIPFA
- The Treasury Management Code prepared by CIPFA

- The Statutory Guidance on Local Authority Investments prepared by MHCLG
- The Statutory Guidance on Minimum Revenue Provision prepared by DCLG

8.2 Part of the core process for the Prudential Code is for Members to set Prudential Indicators as detailed in the Prudential Code against which the performance of the Capital Investment Programme and Treasury Management can be measured and monitored throughout the year. These indicators will be calculated once the programme has been fixed and reported to the Executive and Council as part of the annual Revenue Budget report

9.0 Engagement and Communication

9.1 The development of the programme is the subject of extensive internal consultation with Officers.

9.2 Members were consulted on the capital bids to be included in the draft programmes. Their comments are included in this report. The final recommendations for the capital programmes will be made to Adur District Council on the 19th December, 2019 and Worthing Borough Council on the 17th December, 2019.

9.3 Individual programmes of work, for example the design of playgrounds, will be the subject of consultation with local communities where appropriate to ensure that they meet local needs

10.0 Conclusion

10.1 Due to the overall financial position of the Councils, there are only limited revenue resources with which to fund the capital programme. Consequently the overall size of the core programme is relatively modest at £1.0m for Adur District Council, £2.5m for Worthing Borough Council for each year and £5.6m for Adur Homes which this year has been increased to accommodate projects which need to be urgently progressed. In addition

10.2 Both Councils have insufficient capital resources available to meet all of the identified demands for capital investment for 2020/21, 2021/22, and 2022/23. Where schemes are unable to be delayed due to pressing maintenance requirements, these have been recommended for inclusion. However, some schemes must remain on the respective Reserve List.

- 10.3 The implication of this restriction in capital investment is that some maintenance needs are not currently being met. Both Councils will need to continue to critically review their asset base over the coming years with a view to retaining a sustainable level of assets to support service delivery. The forthcoming condition survey will help inform the level of investment required for future years.
- 10.4 The continuing constraints on the availability of capital resources in the medium to long term and the direct impact on the revenue budget leaves little room for manoeuvre. Work needs to commence now to ensure sufficient resources are available to both Councils to provide adequate funds for financing the respective Capital Investment Programmes from 2022/23 onwards. In any event, the revenue consequences of spending scarce resources must always be borne in mind in judging the merits of any capital investment proposal.

11. Financial Implications

- 11.1 The financial implications associated with the development of the budgets are detailed throughout the report.

12. Legal Implications

- 12.1 Part 1 of the Local Government Act, 2003 sets out the framework for capital finance and expenditure.
- 12.2 The Local Government (Capital Finance and Accounting) (England) Regulations 2003 provide more detailed requirements.
- 12.3 Section 111 of the Local Government Act, 1972 allows the Council to do anything which is intended to facilitate or is conducive to or ancillary to any of its functions.
- 12.4 The Local Government Act 2003, Sections 16(2)(b) and 20: Treatment of costs as capital expenditure allows Councils to use any capital receipts generated in 2016/17 – 2018/19 to fund revenue expenditure which will generate an on-going saving via a direction from the Secretary of State which was issued on 17th December 2015.

Background Papers

- CIPFA Prudential Code for Capital Finance in Local Government
- Capital Estimates 2020/21 – Working papers
- Becoming Financially Sustainable - Capital Strategy 2020/23 – Report to Joint Strategic Committee on 9th July 2019
- Becoming Financially Sustainable - Budget Strategy for 2020/21 and beyond – Report to Joint Strategic Committee on 9th July 2019
- 2nd Capital Investment Programme and Projects Monitoring 2019/20 – Report to Joint Strategic Committee on 3rd December 2019
- Adur District Council - Housing Revenue Account Capital Programme 2019-2022 – Report to Joint Strategic Committee on 9th October 2018
- Investing in Worthing Town Centre - Approach to Car Parking Provision – Report to Joint Strategic Committee on 6th November 2018
- Improving supply of temporary accommodation - Report to Joint Strategic Committee on 13th September 2016
- Commercial Property Investment Strategy - Report to Joint Strategic Committee on 10th March 2019

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SUSTAINABILITY AND RISK ASSESSMENT

1. ECONOMIC

Matter considered and no issues identified

2. SOCIAL

2.1 Social Value

Matter considered and no issues identified

2.2 Equality Issues

Individual schemes within the three proposed capital programmes have been subjected to equalities impact assessment. Schemes which have a positive impact on equalities include:

- Affordable housing schemes – Schemes are targeted at the most vulnerable;
- Disability Discrimination Act - Works to improve accessibility of Council buildings;
- Disabled Facilities Grants – Improvements and adaptations to private housing to meet specific needs;
- Home Repair Assistance Grants – Grants to enable those in need to stay in their homes;
- Resurfacing of hard surfaces – Provides an improved surface for wheelchair users and other people with reduced mobility;
- Parks – Replacement of play area and outdoor fitness equipment which is designed to be more accessible and inclusive;
- ICT Hardware Replacement Programme – Provision of special keyboards and screens where required;
- Empty Property Grants – Increase the supply of affordable housing in the locality.
- Public Conveniences – Upgraded and new facilities include DDA improvements and facilities.

There will be no negative equalities and diversity outcomes arising from the proposed programmes.

SUSTAINABILITY AND RISK ASSESSMENT

2. SOCIAL

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

Matter considered and no issues identified

4. GOVERNANCE

Matter considered and no issues identified



ADUR & WORTHING COUNCILS

CAPITAL PRIORITISATION MODEL

Criteria for scoring points

Category	Criteria
A	<p>Revenue Implications</p> <p>Add Points – 1 point per £2,000</p> <ul style="list-style-type: none"> • Additional revenue income as measured over asset life, after payment of running costs OR • Projects result in a reduction in the revenue budget from date of completion. • Any project whose annual saving exceeds the costs of borrowing over the life of the acquisition by 10% or more will gain automatic approval under invest to save principles, subject to approval by the Chief Financial Officer and ratification by JSC.
B	<p>Deduct Points – 1 point per £2,000</p> <ul style="list-style-type: none"> • Additional annual operation costs OR • The project results in increased net revenue costs.
C	<p>Building Condition Survey</p> <ol style="list-style-type: none"> 1) Good – Performing as intended and operating effectively (0 points). 2) Satisfactory – Performing as intended, but exhibiting minor deterioration (0 points). 3) Poor – Exhibiting major defects and/or not operating as intended (1 point). 4) Bad – Life expired and/or serious risk of imminent failure (5 points) <p>(The Condition must be agreed with Derek Magee, Technical Services, before adding points). Finance will seek validation of any points awarded here.</p>

Category	Criteria
D	<p>Equipment/Vehicle Condition Survey</p> <ol style="list-style-type: none"> 1) Good – Performing as intended and operating effectively (0 points). 2) Satisfactory – Performing as intended, but exhibiting minor deterioration (0 points). 3) Poor – Exhibiting major defects and/or not operating as intended (1 point). 4) Bad – Life expired and/or serious risk of imminent failure and non-replacement will have serious operational consequences (5 points).
E	<p>Equalities Impact Assessment - Add 5 points or 1 point</p> <p>Score 5 points where the objective of the scheme is to improve equalities e.g. DDA schemes, or score 1 point for schemes which contribute to equalities, e.g. access improvements.</p> <ol style="list-style-type: none"> 1) How will the proposed project improve Equality and Diversity in the area? 2) Who will benefit from this project? Is there likely to be a positive impact on specific equality groups (whether or not they are intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality “neutral”? i.e. will have no particular effect on any group. 3) Is there likely to be an adverse impact on one or more equality groups as a result of this scheme? If so, who may be affected and why? Or is it clear at this stage that it will be equality “neutral”? 4) Is the impact of the scheme – whether positive or negative – significant enough to warrant a more detailed assessment (Stage 2 – see guidance)? If not will there be monitoring and review to assess the impact over a period of time? Give reasons for your answer and any steps you are taking to address particular issues, including any consultation with staff or external groups/agencies.
F	<p>Improvement/Betterment - Add 1 point</p> <p>Improvement beyond essential requirement to existing services, work to improve the level of service where there is a proven need and demonstrable benefit. This includes results of Business Transformation or Service Reviews.</p>
G	<p>Health & Safety (non statutory) – Points 0 - 5</p> <p>The project is considered necessary for the health and safety of the Council’s employees or the general public and has been agreed with the Corporate Health & Safety Officer:</p> <ul style="list-style-type: none"> No Risk - 0 points Low Risk - 1 point Medium Risk - 3 points High Risk - 5 points


Category	Criteria																
H	<p>Risk Register If the scheme's risks are on the Corporate Risk Register the points to be awarded are High Risk 5 points, Medium Risk 3 points, and Low Risk 1 Point. Finance will seek validation of any points awarded here.</p>																
I	<p>Partnership working – Add 5 points Projects that involve partnership working where the partner contributes to the completion of the scheme, rather than just benefits from the outcome. This could be funding, in-kind work or involvement in the design process which has a direct affect on the final project.</p> <p>Examples would be community involvement, WSCC schemes, "Better Together" (Coastal West Sussex Partnership) and the police. Full details of all partners involved and their contribution to the scheme must be provided.</p>																
J	<p>Match Funding / External Funding Utilisation of Council resources. The higher the percentage of funding expected from the Local authority, the less points can be awarded: This has an individual ranking Matrix – please see below:</p>																
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="145 1200 751 1267" style="text-align: center;">External Funding % received</th> <th data-bbox="751 1200 1449 1267" style="text-align: center;">Points to be added</th> </tr> </thead> <tbody> <tr> <td data-bbox="145 1267 751 1335" style="text-align: center;">0.1% - 24%</td> <td data-bbox="751 1267 1449 1335" style="text-align: center;">1</td> </tr> <tr> <td data-bbox="145 1335 751 1391" style="text-align: center;">25% - 49%</td> <td data-bbox="751 1335 1449 1391" style="text-align: center;">2</td> </tr> <tr> <td data-bbox="145 1391 751 1447" style="text-align: center;">50% - 65%</td> <td data-bbox="751 1391 1449 1447" style="text-align: center;">3</td> </tr> <tr> <td data-bbox="145 1447 751 1503" style="text-align: center;">66% - 75%</td> <td data-bbox="751 1447 1449 1503" style="text-align: center;">5</td> </tr> <tr> <td data-bbox="145 1503 751 1559" style="text-align: center;">76% - 89%</td> <td data-bbox="751 1503 1449 1559" style="text-align: center;">7</td> </tr> <tr> <td data-bbox="145 1559 751 1615" style="text-align: center;">90% - 99%</td> <td data-bbox="751 1559 1449 1615" style="text-align: center;">10</td> </tr> <tr> <td data-bbox="145 1615 751 1682" style="text-align: center;">100%</td> <td data-bbox="751 1615 1449 1682" style="text-align: center;">10 or Automatic Approval **</td> </tr> </tbody> </table>	External Funding % received	Points to be added	0.1% - 24%	1	25% - 49%	2	50% - 65%	3	66% - 75%	5	76% - 89%	7	90% - 99%	10	100%	10 or Automatic Approval **
External Funding % received	Points to be added																
0.1% - 24%	1																
25% - 49%	2																
50% - 65%	3																
66% - 75%	5																
76% - 89%	7																
90% - 99%	10																
100%	10 or Automatic Approval **																
**	<p>Automatic approval is subject to the scheme contributing to the Council's aims, and future financial revenue implications being accommodated with the Council's overall revenue budget. All external funding must be confirmed by source before scheme is included in the Adur or Worthing Capital Investment Programme.</p>																
K	<p>Consultation – points to be determined by Members (up to 5 points in total) Projects that are important for community/political reasons following consultation.</p>																

COUNCIL PRIORITIES


Category	Criteria	Points
L	Minimum works required to prevent the Council failing in its statutory duty (e.g. DDA)	20
	Or There is a mandatory legal requirement to provide the service, the proposed scheme enables the service to be provided and that obligation cannot be met in any other way	20
M	Essential works are required to avoid serious long-term financial, operational or service consequences	15
	Or There is a demonstrable, priority need to replace the asset/ service on an essentially like for like basis (save for improvements in technology) as the existing asset is at the end of its useful life	15
N	Other schemes, which meet the Councils priorities as laid out in the Platforms for our Places, Service Plans, Local Area Agreements, Community Strategy Priority Action Plans or the Councils' plans	10
O	There is an expectation by the Government that the Council should undertake a particular course although it may not be currently statutory and there is a likelihood of some form of sanction being applied against the Council if that expectation is not met.	5
P	Council Priorities (Platforms): 1 point for each point achieved from each platform (max. 18)	
P1	Platform 1 - Our Financial Economies 1.1) Projects to regenerate and activate places. 1.2) Creating and leveraging opportunities for investment. 1.3) Developing partnership with business sector and identify supports. 1.4) Developing our learning and skills ecosystem.	

Category	Criteria
<p>P2</p>	<p>Platform 2 – Our Social Economies</p> <p>2.1) Responding to communities’ needs in particular housing.</p> <p>2.2) Encouraging social financing and social innovation.</p> <p>2.3) Promoting the health and safety of our places.</p> <p>2.4) Exploring place-based health solutions.</p>
<p>P3</p>	<p>Platform 3 – Stewarding our Natural Resources</p> <p>3.1) Developing the environmental resilience of communities, business and infrastructure.</p> <p>3.2) Engaging the community and business in stewarding our environment.</p> <p>3.3) Developing the environment’s role in health and wellbeing.</p>
<p>P4</p>	<p>Platform 4 – Services and Solutions for our Places</p> <p>4.1) Using customer insight to develop more customer-centred services.</p> <p>4.2) Utilising the expertise in our communities.</p> <p>4.3) Responding to regulatory change and competition.</p>
<p>P5</p>	<p>Platform 5 – Leadership of our Places</p> <p>5.1) Developing strong partnerships and the capacity of our place leaders.</p> <p>5.2) Working with partners to maintain and manage platforms.</p> <p>5.3) Utilising place data and intelligence.</p> <p>5.4) Promoting Adur and Worthing.</p>


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 ADUR DISTRICT COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
PROPOSED CHANGES TO 2020/21 CAPITAL INVESTMENT PROGRAMME									
1 Eastbrook Manor Community Centre Provision of Multi Use Games Area and building fabric repairs (An organisation has been found to manage the Community Centre and funding is required for urgent health and safety issues highlighted in a recent conditions survey)		JS KS MP	NB	321,050	-	-	-	321,050	-
2 Impulse Leisure - Lancing Manor Leisure Centre External Cladding (Urgent works are required due to a health and safety risk from timber batons which are showing signs of decay and a few of the fixings for the cladding are detaching)		KS	NB	50,000	-	-	-	50,000	-
3 Public Conveniences - Replace hand washing units (Urgent funding required as parts for existing wash basins are hard to source)		KS	NB	30,000	-	-	-	30,000	-
Proposed Changes to 2020/21 CIP:				401,050	-	-	-	401,050	-
Proposed Funding:									
Increase in Council Resources Funding:				371,050					
Utilisation of unallocated Public Conveniences Budget:				30,000					


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 ADUR DISTRICT COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amendments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implications £
						2021/22 £	2022/23 £		
PROPOSED 2021/22 AND 2022/23 CAPITAL INVESTMENT PROGRAMME "INVEST TO SAVE" SCHEMES									
1 Empty Properties - Grants and Loans towards works to bring empty properties back into use (Scheme funded from revenue contributions)		BR	EB/NB	-	-	21,000	21,000	42,000	Properties brought back into use will increase Council Tax collected
2 Carbon Reduction Schemes - General Provision (Schemes to achieve carbon reduction across the Council's assets and to reduce the Council's costs)		FI	NB	-	-	325,000	325,000	650,000	-
Total Invest to Save Schemes:				-	-	346,000	346,000	692,000	-
PARTNERSHIP SCHEMES FUNDED FROM RING FENCED FUNDING									
3P Corporate ICT hardware and infrastructure replacement programme (Partnership scheme with Worthing Borough Council. Total cost £100,000 2021/22, £50,000 2022/23). Replacement PCs, laptops, servers and infrastructure.		JJ	EB/NB	-	47,000	47,000	23,500	70,500	-
4P Digital Strategy General Provision (Partnership scheme with Worthing Borough Council. Total annual provision £125,000 to facilitate delivery of the digital strategy)		JJ	EB/NB	-	58,750	58,750	58,750	117,500	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 ADUR DISTRICT COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
5P Grounds Maintenance - Vehicles replacements (Partnership scheme with Worthing Borough Council. Replacement of 11 essential vehicles with low emission vehicles where available)		AN	EB/NB	-	9,400	9,400	110,200	119,600	-
6P Grounds Maintenance Service - Rolling programme of equipment replacements (Partnership scheme with Worthing Borough Council. Total cost £60,000 per annum)		AE	EB/NB	-	24,000	24,000	24,000	48,000	-
7P Refuse / Recycling / Street Cleansing / Public Conveniences Cleansing vehicle replacements (Partnership scheme with Worthing Borough Council. Replacement of 12 essential vehicles with low emission vehicles where available)		AN	EB/NB	-	127,660	127,660	252,260	379,920	-
8P Refuse and Recycling Service - Wheeled bin replacements (Partnership scheme with Worthing Borough Council. Total cost £50,000 p.a. £30,000 funded from green bin income)		TP	EB/NB	-	7,280	18,200	18,200	36,400	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 ADUR DISTRICT COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
9P Parks and Open Spaces - Street litter and dog bins replacement programme (Partnership scheme with Worthing Borough Council. Total annual cost £20,000 p.a)		TP	EB/NB	-	7,600	7,600	7,600	15,200	-
10P Transport Workshop - Replacement vehicles (Partnership scheme with Worthing Borough Council. Replacement of 2 essential vehicles with low emission vehicles where available)		AN	NB	-	11,200	11,200	9,400	20,600	-
Total Partnership Schemes:					292,890	303,810	503,910	807,720	-
PLANNED MAINTENANCE SCHEMES FUNDED FROM RING FENCED FUNDING									
11 Condition Surveys of Corporate Buildings (To continue the assessment of the current condition of the Council's corporate buildings to inform a programme of planned maintenance works and also to establish the energy efficiency of corporate Buildings)		KS	EB/NB	-	25,000	25,000	25,000	50,000	-
12 Fire Risk Assessment Works - Remedial works identified from Fire Risk Assessment Surveys		KS	NB	-	12,500	12,500	12,500	25,000	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

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						2021/22 £	2022/23 £		
13 Land Drainage Improvements - Realignment of ditch and stabilisation of banks in the vicinity of Larkfield playing field, Lancing (Works to realign and shallow the ditch running between Larkfield Recreation Ground and the stables to prevent flooding)		KS	EB	-	22,400	22,400	-	22,400	-
Total Planned Maintenance Schemes:					59,900	59,900	37,500	97,400	-
SCHEMES FUNDED FROM GENERAL FUND									
14 Housing Renewal Assistance - Mandatory Disabled Facilities Grants (Funded from the DCLG Better Care Fund)	46	BR	EB/NB	-	-	375,000	375,000	750,000	-
15 Play Area Improvements - Safety surfaces, equipment and perimeter fencing	42	PR	NB	-	100,800	100,800	100,800	201,600	-
15 Impulse Leisure - DDA Accessible Entrance Doors for Southwick Leisure Centre, Lancing Manor Leisure Centre and Wadurs Swimming Pool	36	KS	NB	-	33,600	33,600	-	33,600	-
16 Disability Discrimination Act / Equality Assessment Improvements - Rolling programme of improvements to Council buildings	36	KS	EB/NB	-	11,000	11,000	11,000	22,000	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 ADUR DISTRICT COUNCIL Description		Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amendments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implications £
							2021/22 £	2022/23 £		
17	Parks and Open Spaces - Replacement of Trees affected by Ash Dieback	35	PR	NB	-	50,000	50,000	-	50,000	-
18	Asbestos Management - Removal and management of asbestos from corporate buildings and sites	34	KS	EB/NB	-	25,000	25,000	25,000	50,000	-
19	Public Conveniences - Rolling programme of refurbishments (Sites to be agreed with the Executive Member)	34	KS	EB/NB	-	30,000	30,000	50,000	80,000	-
20	Housing Renewal Assistance - Discretionary Home Repair Assistance Grants (Budget provision based on previous years' spend. Future provisions to be assessed annually)	33	BR	EB/NB	-	50,000	50,000	50,000	100,000	-
21	Condition Surveys of Commercial Leased Out Properties (To provide an assessment of the current condition of the Council's commercial leased out properties)	32	CC	NB	-	30,800	30,800	30,800	61,600	-
22	Parks - Provision for infrastructure Improvements to meet Green Flag Award Submissions. (Full list of works to be provided prior to scheme approval)	32	PR	NB	-	15,000	15,000	15,000	30,000	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

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						2021/22 £	2022/23 £		
23 Southwick Community Centre - Replacement of Windows to Café Area	31	KS	NB	-	35,000	35,000	-	35,000	-
24 Adur Town Centres Public Space Improvements (To enhance public space and improving facilities within Adur's Town Centres primarily in Lancing and Southwick to increase the economic viability of the town centres and shopping areas)	31	JM	EB/NB	-	50,000	50,000	50,000	100,000	-
25 Parks and Open Spaces - Southwick Green Environmental Improvements (To increase the number of trees planted on the perimeter of the Green to enhance the local environment and also to improve the traveller defences for the Green)	30	PR	NB	-	25,000	25,000	-	25,000	-
26 Community Alarm Service - Procurement of community alarm equipment (Purchase of new alarm units for new customers and to replace units which have reached the end of their useful lives to attract new and retain existing customers. Funded from Community Alarm Trading Account)	29	BR	EB/NB	-	-	50,000	50,000	100,000	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 ADUR DISTRICT COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
27 Parks and Open Spaces - Sustainable landscaping by creating successional bulb planting areas along major gateways into Adur (To reduce mowing, support pollinators and create visual impacts which are outstanding)	29	PR	NB	-	30,000	30,000	20,000	50,000	-
Total General Fund Schemes:					486,200	911,200	777,600	1,688,800	-
Contingency provision for urgent / priority schemes, inflation and unavoidable overspends				-	161,010	161,010	116,910	277,920	-
TOTAL SCHEMES:					1,000,000	1,781,920	1,781,920	3,563,840	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

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						2021/22 £	2022/23 £		
It is also proposed to include the following schemes in the 3 Year Capital Investment Programme in order to protect the Council's income stream (Surface Car Parks Pay Equipment) and to provide essential maintenance required under the contract with Impulse Leisure:									
28 Surface Car Parks - Replacement of Pay and Display Equipment and to upgrade the equipment to include a contactless option (The equipment is now 10 years old. The new equipment will maintain income levels, fulfil the requirements of the Off-Street Parking Order, reduce the number of faults and downtime, will offer more payment options for customers, increase data on users and reduce the costs of cash collections)		JP	NB	-	88,000	88,000	-	88,000	-
29 Lancing Manor Leisure Centre - Renew curtain wall glazing to entrance and replace roof coverings over reception, café and meeting room (The scheme was included in the 2018/19 Capital Investment Programme but was deferred for further consideration of additional works. The funding was diverted to another Impulse Leisure scheme. The roof is currently leaking and temporary repairs are not sustainable)		KS	EB/NB	-	200,000	200,000	-	200,000	-

ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

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						2021/22 £	2022/23 £		
30 Lancing Manor Leisure Centre Car Park - Vehicle access reconstruction at main entrance and vehicle restriction barriers to the grounds and car park (Reconstruction of the turning area will reduce the risk of third party claims and will help prevent unwanted incursions on to the grounds and car park)		MP	NB	-	33,600	33,600	-	33,600	-
TOTAL ESSENTIAL SCHEMES:					321,600	321,600	0	321,600	-
TOTAL COST OF PROPOSED CAPITAL INVESTMENT PROGRAMME:					1,321,600	2,103,520	1,781,920	3,885,440	-
The following scheme fell below the cut off for inclusion in the 3 Year Capital Investment Programme and will be added to the Reserve List, but could be included in the Capital Programme if Councillors choose:									
31 Parks and Open Spaces / Foreshore - Provision of adventure trails (To create a variety of trails across the Council's parks, open spaces and foreshore. These will range in themes from fitness, arboretum, heritage and art)		PR	NB	-	50,000	50,000	-	50,000	-


ADUR DISTRICT COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

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						2021/22 £	2022/23 £		
FUNDING FOR PROPOSED CAPITAL INVESTMENT PROGRAMME									
Capital Grants / Contributions					-	375,000	375,000	750,000	
Invest to Save Schemes Carbon Reduction Schemes					-	325,000	325,000	650,000	
Revenue Contributions / Reserves Funding for Empty Property Grants					-	21,000	21,000	42,000	
Community Alarm Service					-	50,000	50,000	100,000	
AWCS Refuse/Recycling Service					-	10,920	10,920	21,840	
Capital Receipts / Prudential Borrowing					1,321,600	1,321,600	1,000,000	2,321,600	
Ring- Fenced RTB Receipts / Affordable Housing S106 Receipts					-		-	0	
TOTAL FUNDING:					1,321,600	2,103,520	1,781,920	3,885,440	


P Partnership Schemes with Worthing Borough Council**Lead Officers:**

AN	Andy Northeast	Recycling and Waste Management Transport Manager
BR	Bruce Reynolds	Team Leader, Environmental Health
CC	Cian Cronin	Head of Major Projects and Investment
FI	Francesca Iliffe	Strategic Sustainability Manager
JC	Joanne Clarke	Communities and Third Sector Lead
JJ	Jan Jonker	Head of Customer and Digital Services
JP	Jason Passfield	Parking Services Manager
JM	Joanna Malandain	Regeneration Officer
KS	Kevin Smith	Principal Building Surveyor
MP	Martyn Payne	Senior Engineer
PR	Philippa Reece	Parks Manager
SG	Sarah Gobey	Chief Financial Officer
TP	Tony Patching	Waste and Cleansing Operations Manager


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
PROPOSED CHANGES TO 2020/21 CAPITAL INVESTMENT PROGRAMME 1 Brooklands Masterplan Delivery Implementation (Request for additional resources of £250,000 for implementation works in 2020/21. £130,090 funded from ION Windfarm Capital Receipt)		GP	NB	250,000	-	-	-	250,000	-
2 Brooklands Lake - Replacement of failed section of the Brooklands Lake outfall pipe. (Urgent funding requested as there is a risk of flooding if the works are not undertaken)		MP	NB	296,000	-	-	-	296,000	-
3 Splashpoint Leisure Centre - replacement of steps to the flume (Urgent replacement is required due to health and safety issues)		KS	NB	40,000	-	-	-	40,000	-
Proposed Changes to 2020/21 CIP:				586,000	-	-	-	586,000	-
Proposed Funding:									
Increase in Council Borrowing:				326,910					
Utilisation of reserves:				29,000					
Utilisation of ION Capital Receipt:				130,090					
Utilisation of 2020/21 unallocated contingency:				100,000					


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amendments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implications £
						2021/22 £	2022/23 £		
PROPOSED 2021/22 AND 2022/23 CAPITAL INVESTMENT PROGRAMME									
"INVEST TO SAVE" SCHEMES									
1 Empty Properties - Grants and Loans towards works to bring empty properties back into use (Scheme funded from revenue contributions)		BR	EB/NB	-	-	50,000	50,000	100,000	Properties brought back into use will increase Council Tax collected
2 Carbon Reduction Schemes - General Provision (Schemes to achieve carbon reduction across the Council's assets and to reduce the Council's costs)		FI	NB	-	-	400,000	400,000	800,000	
3 Housing Property Acquisitions (Acquisition and development of emergency, interim, temporary accommodation for the homeless)		CC	EB/NB	-	-	2,000,000	2,000,000	4,000,000	
Total Invest to Save Schemes:				-	-	2,450,000	2,450,000	4,900,000	-
PARTNERSHIP SCHEMES FUNDED FROM RING FENCED FUNDING									
4P Corporate ICT hardware and infrastructure replacement programme (Partnership scheme with Adur District Council. Total cost £100,000 2021/22, £50,000 2022/23). Replacement PCs, laptops, servers and infrastructure.		JJ	EB/NB	-	53,000	53,000	26,500	79,500	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

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						2021/22 £	2022/23 £		
5P Digital Strategy General Provision (Partnership scheme with Adur District Council. Total annual provision £125,000 to facilitate delivery of the digital strategy)		JJ	EB/NB	-	66,250	66,250	66,250	132,500	-
6P Grounds Maintenance - Vehicles replacements (Partnership scheme with Adur District Council. Replacement of 11 essential vehicles with low emission vehicles where available)		AN	EB/NB	-	14,100	14,100	165,300	179,400	-
7P Grounds Maintenance Service - Rolling programme of equipment replacements (Partnership scheme with Adur District Council. Total cost £60,000 per annum)		AE	EB/NB	-	36,000	36,000	36,000	72,000	-
8P Refuse / Recycling / Street Cleansing / Public Conveniences Cleansing vehicle replacements (Partnership scheme with Adur District Council. Replacement of 12 essential vehicles with low emission vehicles where available)		AN	EB/NB	-	196,340	196,340	430,240	626,580	-
9P Refuse and Recycling Service - Wheeled bin replacements (Partnership scheme with Adur District Council. Total cost £50,000 p.a. £30,000 funded from green bin income)		TP	EB/NB	-	12,720	31,800	31,800	63,600	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
10P Parks and Open Spaces - Street litter and dog bins replacement programme (Partnership scheme with Adur District Council. Total annual cost £20,000 p.a.)		TP	EB/NB	-	12,400	12,400	12,400	24,800	-
11P Transport Workshop - Replacement vehicles (Partnership scheme with Adur District Council. Replacement of 2 essential vehicles with low emission vehicles where available)		AN	NB	-	16,800	16,800	14,100	30,900	-
Total Partnership Schemes:					407,610	426,690	782,590	1,209,280	-
PLANNED MAINTENANCE SCHEMES FUNDED FROM RING FENCED FUNDING									
12 Condition Surveys of Corporate Buildings (To continue the assessment of the current condition of the Council's corporate buildings to inform a programme of planned maintenance works and also to establish the energy efficiency of corporate Buildings)		KS	EB/NB	-	35,000	35,000	35,000	70,000	-
13 Fire Risk Assessment Works - Remedial works identified from Fire Risk Assessment Surveys		KS	NB	-	12,500	12,500	12,500	25,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
14 Foreshore - Parade lighting column structural works (The columns are approximately 90 years old and require structural works for public safety)		MP	NB	-	22,400	22,400	-	22,400	-
15 Foreshore - Worthing Pier replacement of timber decking (Replacement of timber decking which has reached the end of its useful life to ensure the Pier remains open and for public safety)		MP	NB		89,600	89,600	89,600	179,200	-
Total Planned Maintenance Schemes:					159,500	159,500	137,100	296,600	-
SCHEMES FUNDED FROM GENERAL FUND									
16 Housing Renewal Assistance - Mandatory Disabled Facilities Grants (Funded from the DCLG Better Care Fund)	46	BR	EB/NB	-	-	800,000	800,000	1,600,000	-
17 Play Area Improvements - Safety surfaces, equipment and perimeter fencing	42	PR	NB	-	100,800	100,800	100,800	201,600	-
18 Disability Discrimination Act / Equality Assessment Improvements - Rolling programme of improvements to Council buildings	36	KS	EB/NB	-	25,000	25,000	25,000	50,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amendments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implications £
						2021/22 £	2022/23 £		
19 Parks and Open Spaces - Replacement of Trees affected by Ash Dieback	35	PR	NB	-	50,000	50,000	-	50,000	-
20 Asbestos Management - Removal and management of asbestos from corporate buildings and sites	34	KS	EB/NB	-	25,000	25,000	25,000	50,000	-
21 Public Conveniences - Rolling programme of refurbishments (Sites to be agreed with the Executive Member)	34	KS	EB/NB	-	100,000	100,000	100,000	200,000	-
22 Housing Renewal Assistance - Discretionary Home Repair Assistance Grants (Budget provision based on previous years' spend. Future provisions to be assessed annually)	33	BR	EB/NB	-	60,000	60,000	60,000	120,000	-
23 Seafront - Active Beach Zone Improvements (To enhance public space and improving facilities within Worthing's Active Beach Zone. External funding sources, S106 and CIL receipts, being explored)	32	JM	NB	-	-	300,000	-	300,000	-
24 Condition Surveys of Commercial Leased Out Properties (To provide an assessment of the current condition of the Council's commercial leased out properties)	32	CC	NB	-	45,000	45,000	45,000	90,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
25 Allotments Improvements - Programme of works outside the service agreement to be agreed in consultation with the Executive Member	31	PR	NB	-	16,800	16,800	-	16,800	-
26 Worthing Town Centres Public Space Improvements (To enhance public space and improving facilities within the Town Centre, including secondary shopping areas to increase the economic viability of the Borough. Areas under consideration for improvements: Goring Road, Ham Road and Broadwater Village)	31	JM	NB	-	50,000	50,000	50,000	100,000	-
27 Foreshore - Adaptation of the Beach Office (To create a more interactive space that will include a Visitor Information Centre, classroom space and provide a more prominent feature on the promenade) Year 1 Business Case Year 2 Building works	30	PR	NB	-	40,000	40,000	200,000	240,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
28 Town Hall - Removal of asbestos from roof space and fire separation (Works have been deferred from 2017/18 as the asbestos in this area has been temporarily sealed to allow safe working for maintenance contractors and an air test has also been carried out. This area of the town hall roof space has been contained and there is no current risk to staff or visitors)	30	KS	EB	-	-	-	300,000	300,000	-
29 Foreshore - Replacement of promenade festoon lighting with LED units (The current lighting is nearing the end of its life and replacement with LED lighting will reduce the cost of the promenade lights. The savings are not quantifiable as this is an unmetered supply)	30	KS	NB	-	235,000	235,000	35,000	270,000	-
30 Connaught Studio (Ritz) - Renewal of slate roof (The coverings are suffering from nail sickness and the roof requires regular patch repairs which are becoming unsustainable. In addition there is a health and safety risk from slipping slates)	29	KS	NB	-	100,000	100,000	-	100,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
31 Parks and Open Spaces - Sustainable landscaping by creating successional bulb planting areas along major gateways into Adur (To reduce mowing, support pollinators and create visual impacts which are outstanding)	29	PR	NB	-	50,000	50,000	-	50,000	-
32 Parks and Open Spaces / Foreshore - Provision of adventure trails (To create a variety of trails across the Council's parks, open spaces and foreshore. These will range in themes from fitness, arboretum, heritage and art)	29	PR	NB	-	50,000	50,000	-	50,000	-
33 High Street and Buckingham Road MSCPs - Replacement of payment equipment and entry / exit barriers with automatic number plate recognition (The current equipment will have reached the end of its useful life and will require replacement to maintain income levels, to fulfil the requirements of the Off-Street Parking Order, to reduce the number of faults and reduce payment equipment downtime, and will offer more opportunities for payment methods and offers to users)	28	JP	NB	-	175,000	175,000	175,000	350,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amendments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implications £
						2021/22 £	2022/23 £		
34 Pavilion Theatre Refurbishment (Subject to external funding bids. Council resources funding limited to £190,000)	28	MR	NB	-	-	-	2,840,000	2,840,000	-
35 Assembly Hall / Richmond Room - Toilet refurbishment (Phase 2 works deferred from 2020/21)	28	KS	NB	-	111,240	151,400	-	151,400	-
36 Parks - Provision for infrastructure Improvements to meet Green Flag Award Submissions. (Full list of works to be provided prior to scheme approval)	27	PR	NB	-	15,000	15,000	15,000	30,000	-
37 Museum - Uncovering and refurbishment of roof lights on the museum building (Subject to external funding bid to the Heritage Lottery Fund. Contribution of £4,000 from Theatres/Museum Trust)	26	KS	NB	-	44,800	48,800	-	48,800	-
38 Broadwater Parish Rooms - Rewire new distribution boards and new heating system (Tenant is responsible for 40% of the cost of the heating system)	26	KS	NB	-	-	-	30,000	30,000	-
39 Pavilion Theatre (Denton Lounge) Café Toilet Refurbishment (£20,000 Contribution from the new Theatres Trust)	25	KS	NB	-	10,000	10,000	65,000	75,000	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
40 Richmond Rooms - Renewal of partition doors to Richmond Room and Bar (The existing doors are coming to the end of their useful life and the current maintenance issues and call outs are becoming unsustainable)	24	KS	NB	-	25,000	25,000	-	25,000	-
41 Town Hall, Assembly Hall and Portland House - Heating and air conditioning, and Portland House replacement doors and windows (Year 1: Preparatory works on costings and consideration of potential smart hubs. Bids for works to be submitted in future years)	24	KS	EB	-	100,000	100,000	-	100,000	-
42 Pavilion Theatre - Provision of ventilation in roof space (There is currently a high build up of heat in the auditorium due to insufficient ventilation affecting customer experience and potentially income)	18	KS	NB	-	20,000	20,000	-	20,000	-
Total General Fund Schemes:					1,448,640	2,592,800	4,865,800	7,458,600	-
Contingency provision for inflation and unavoidable overspends				-	100,000	100,000	100,000	200,000	-
Provision for new schemes yet to be identified arising from the Carbon Reduction Plan or other high priority				-	384,250	384,250	147,590	531,840	-
COST OF NEW SCHEMES TO BE INCLUDED IN CAPITAL INVESTMENT PROGRAMME:					2,500,000	6,113,240	8,483,080	14,596,320	-


WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
FUNDING FOR PROPOSED CAPITAL INVESTMENT PROGRAMME									
Capital Grants / Contributions					-	1,144,160	3,479,000	4,623,160	
Invest to Save Schemes									
Carbon Reduction Schemes					-	400,000	400,000	800,000	
Foreshore Decorative Lighting					-	-	35,000	35,000	
Housing Property Acquisitions					-	2,000,000	2,000,000	4,000,000	
Revenue Contributions / Reserves									
Funding for Empty Property Grants					-	50,000	50,000	100,000	
AWCS Refuse/Recycling Service					-	19,080	19,080	38,160	
Capital Receipts / Prudential Borrowing					2,500,000	2,500,000	2,500,000	5,000,000	
TOTAL FUNDING:					2,500,000	6,113,240	8,483,080	14,596,320	

WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amend- ments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implica- tions £
						2021/22 £	2022/23 £		
<p>The 2022/23 Capital Investment Programme is an indicative programme only. All PIDs will need to be submitted and reprioritised in future years. The following schemes fell below the cut off for inclusion and will be added to the Reserve List for resubmission in future years, but could be included in the Capital Programme if Councillors choose:</p>									
43 Museum - New Passenger Lift (Subject to external funding bids over the next 4 years. Part of match funding of 10% towards Heritage Lottery Fund Bid to be submitted)		KS	NB	-	-	-	100,000	100,000	-
44 Town Hall and Portland House - New heating systems (Preparatory works to be undertaken in 2021/22 to establish the budget required in future years)		KS	EB	-	-	-	100,000	100,000	-
45 Town Hall - Replacement of air conditioning units (Preparatory works to be undertaken in 2021/22 to establish the budget required in future years)		KS	EB	-	-	-	65,000	65,000	-
46 Portland House - Replacement of windows and balcony doors (Preparatory works to be undertaken in 2021/22 to establish the budget required in future years)		KS	EB	-	-	-	250,000	250,000	-

WORTHING BOROUGH COUNCIL PROPOSED CHANGES TO 2020/21 CIP AND PROPOSED 2021/22 - 2022/23 CIP

 WORTHING BOROUGH COUNCIL Description	Priority Score	Lead Officer	Existing Bids in CIP/New Bids	Amendments to Council Resources 2020/21 £	Council Resources Funding 2021/22 £	BUDGET PER YEAR		Total Budget £	Annual Revenue Implications £
						2021/22 £	2022/23 £		
47 Pavilion Theatre - Replace the existing lighting around the perimeter of the main auditorium with new energy efficient LED lighting		KS	NB	-	-	-	20,000	20,000	-
48 Richmond Rooms - Replacement of suspended ceiling		KS	NB	-	-	-	20,000	20,000	-
49 Beach House Grounds - Renewal of chalet fronts		KS	NB	-	-	-	80,000	80,000	-
50 Connaught Theatre - Redesign, adaptation and refurbishment of current back stage area. (£9,000 Trust funding and £40,200 capital funding)		KS	NB	-	-	-	49,200	49,200	-

P Partnership Schemes with Adur District Council

Lead Officers:

AN	Andy Northeast	Recycling and Waste Management Transport Manager
BR	Bruce Reynolds	Team Leader, Environmental Health
CC	Cian Cronin	Head of Major Projects and Investment
FI	Francesca Iliffe	Strategic Sustainability Manager
JC	Joanne Clarke	Communities and Third Sector Lead
JJ	Jan Jonker	Head of Customer and Digital Services
JP	Jason Passfield	Parking Services Manager
JM	Joanna Malandain	Regeneration Officer
KS	Kevin Smith	Principal Building Surveyor
MR	Martin Randall	Director for the Economy
MP	Martyn Payne	Senior Engineer
PR	Philippa Reece	Parks Manager
SG	Sarah Gobey	Chief Financial Officer
TP	Tony Patching	Waste and Cleansing Operations Manager

ADUR & WORTHING
COUNCILS

**SUMMARY OF ADUR AND WORTHING PARTNERSHIP SCHEMES INCLUDED IN THE PROPOSED
ADUR AND WORTHING CAPITAL INVESTMENT PROGRAMMES 2021/22 - 2022/23**


	Scheme	Requesting Officer	Split of Costs ADC / WBC	BUDGET REQUIRED		TOTAL BUDGET £	
				2021/2022	2022/2023		
				£	£		
1	Grounds Maintenance Service	Replacements of equipment used in parks and open spaces	Philippa Reece	40 / 60	£ 60,000	£ 60,000	£ 120,000
2	Grounds Maintenance	Replacement of vehicles used in parks and open spaces	Andy Northeast	40 / 60 (Parks)	£ 23,500	£ 275,500	£ 299,000
3	Information and Communications Technology	Corporate ICT hardware and infrastructure replacement programme	Jan Jonker	47 / 53	£ 100,000	£ 50,000	£ 150,000
4	Information and Communications Technology	Digital Strategy - Provision to facilitate delivery of the digital strategy	Jan Jonker	47 / 53	£ 125,000	£ 125,000	£ 250,000
5	Parks and Open Spaces	Street litter and dog bins replacement programme	Tony Patching	38 / 62	£ 20,000	£ 20,000	£ 40,000
6	Refuse / Recycling / Street Cleansing / Workshop	Vehicle Replacements - Year 1: 6 x 3.5 tonne litter collection vehicles and 1 x workshop vehicle. Year 2: 2 x small vans (cleansing), 1 x graffiti removal van, 3 x 26 tonne refuse collection vehicles and 1 x workshop vehicle. Electric vehicles to be considered.	Andy Northeast	36.4 / 63.6 (Refuse/Recycling) 39.4 / 60.6 (Street Cleansing) 40 / 60 (Workshop)	£ 352,000	£ 706,000	£ 1,058,000

ADUR & WORTHING
COUNCILS


**SUMMARY OF ADUR AND WORTHING PARTNERSHIP SCHEMES INCLUDED IN THE PROPOSED
ADUR AND WORTHING CAPITAL INVESTMENT PROGRAMMES 2021/22 - 2022/23**

	Scheme	Requesting Officer	Split of Costs ADC / WBC	BUDGET REQUIRED		TOTAL BUDGET £	
				2021/2022	2022/2023		
				£	£		
7	Refuse and Recycling Service	Wheeled Bin Replacements	Tony Patching	36.4 / 63.6	£ 50,000	£ 50,000	£ 100,000
BUDGET REQUIRED:					£ 730,500	£ 1,286,500	£ 2,017,000
FUNDING FROM ICT RING FENCED PROVISION:					£ 100,000	£ 50,000	£ 150,000
FUNDING FROM DIGITAL STRATEGY PROVISION:					£ 125,000	£ 125,000	£ 250,000
FUNDING FROM PARTNERSHIP RING FENCED PROVISION:					£ 505,500	£ 1,111,500	£ 1,617,000

ADUR HOMES PROPOSED CAPITAL INVESTMENT PROGRAMME 2021/22 - 2022/23

 ADUR DISTRICT COUNCIL	2021/22 £	2022/23 £	TOTAL £
Description			
1 Internal, External and Communal Works Programme of works to include: i) Fascias and soffits replacement ii) Replacement gutters, pipework and drains iii) Flat roofs recovering / replacement iv) Pitched roofs recovering / replacement v) Brickwork repairs and repointing vi) External joinery and window replacement vii) Concrete repairs viii) Door entry system repairs / replacement ix) Wall surfaces x) Flooring repairs and replacements xi) Lighting xii) Window Replacements xiii) Electrical rewiring	2,260,000	2,047,000	4,307,000
2 Kitchen and Bathroom Improvements Refurbishment programme to meet Government decency standards	200,000	200,000	400,000
3 Environmental Improvements Projects that will enhance or improve the estate, immediate surroundings and/or facilities	50,000	50,000	100,000
4 Fire Safety Order Works There is a continual programme of review to update of the Fire Risk Assessments (FRA) to the communal areas in blocks, and the delivery of an action plan to reduce and mitigate risk. Work is prioritised in accordance with the risks identified and the programme will run over a number of years	1,550,000	1,550,000	3,100,000
5 Central Heating Installation Continuation of the installation of new heating systems to properties	150,000	150,000	300,000
6 Stock Condition Survey This is essential to inform a planned programme of works. The surveys commenced in 2016/17 and a 20% sample will be undertaken each year to ensure a 100% cyclical inspection programme every five years	40,000	40,000	80,000
7 Asbestos Surveys and Mitigation Works To continue the ongoing need to assess and deal with asbestos	75,000	75,000	150,000
8 Boiler Replacements There is an annual need to replace boilers identified as part of the gas safety inspection and testing contract or where boilers fail during the year	100,000	100,000	200,000

ADUR HOMES PROPOSED CAPITAL INVESTMENT PROGRAMME 2021/22 - 2022/23

 ADUR DISTRICT COUNCIL	2021/22	2022/23	TOTAL
Description	£	£	£
9 Responsive Capital Works Individual urgent capital works identified which are not in the current programme of works	150,000	150,000	300,000
10 Disability Adaptations for Homes Adaptations to a property where the existing tenant (or member of tenant's household) has a disability and requires works to the property in order for them to remain in the home. These are made via a recommendation from WSCC through the Occupational Therapy Service	300,000	300,000	600,000
11 Capital Works on Empty (Void) Properties Over the course of a year a number of homes become vacant and require works before they can be re-let. In some of these cases, the condition of the property is so poor that it requires additional investment over and above routine repairs, including new kitchens and bathrooms	100,000	100,000	200,000
12 Vehicle Replacements for Maintenance Staff	68,000	248,000	316,000
13 Professional and Technical Support for schemes delivery	557,000	590,000	1,147,000
BUDGET REQUIREMENT:	5,600,000	5,600,000	11,200,000
FUNDING:			
Prudential Borrowing	1,700,000	1,700,000	3,400,000
HRA Major Repairs Reserve	3,900,000	3,900,000	7,800,000
TOTAL FUNDING:	5,600,000	5,600,000	11,200,000



ADUR DISTRICT COUNCIL - CUSTOMER SERVICES

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
ADUR HOMES BUILDING SERVICES Provision for the replacement of vehicles	192,900	Estimate revised	Amend Reserve List
HOME REPAIR ASSISTANCE GRANTS Discretionary grants and loans to finance home repairs and home insulation works (Annual provision)	50,000	Provision decreased in line with anticipated annual expenditure	Amend Reserve List

ADUR DISTRICT COUNCIL - ENVIRONMENT

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
<p>ALLOTMENTS Rolling Programme of improvements to include replacements and improvements to pathways, old water pipes and fencing</p>	11,200	Estimate revised in line with previous years' expenditure	Amend Reserve List
<p>GROUNDS MAINTENANCE Provision for the replacement of vehicles for the joint service (Partnership scheme with Worthing Borough Council. Total cost £265,600)</p>	106,240	Estimate revised	Amend Reserve List
<p>LANCING MANOR LEISURE CENTRE Provision of a new pathway to the 3G football pitches to include a hard stand area next to the pitches</p>	28,000	The current pathway to the Leisure Centre outside 3G courts is not widely used due to the location, route and size, resulting in customers crossing wet grass and mud during the winter	Add to Reserve List
<p>OPERATIONAL VEHICLES Provision for the replacement of vehicles for joint services (Partnership scheme with Worthing Borough Council. Total cost £52,300)</p>	41,150	Estimate revised	Amend Reserve List



Scheme	Estimates £	Reason	Officers Recommendations
<p>PARKS</p>			
<p>Buckingham Park - Replacement of fencing, resurfacing of footpaths and other hard landscaping to improve access across the site (Phase 2)</p>	56,000	Works to be undertaken in 2020/21	Remove from Reserve List
<p>Outdoor Fitness Equipment - Rolling programme of installations (Annual provision)</p>	20,000	Programme of installations has now completed. Future programme of works will be replacements	Amend Reserve List
<p>Provision of adventure trails</p>	50,000	To create a variety of trails across the Council's parks, open spaces and foreshore. These will range in themes from fitness, arboretum, heritage and art	Add to Reserve List
<p>Rolling programme of replacement signage (Annual provision)</p>	10,000	Estimate revised	Amend Reserve List
<p>REFUSE / RECYCLING / STREET CLEANSING SERVICE</p> <p>Provision for the replacement of vehicles for the joint service (Partnership scheme with Worthing Borough Council. Total cost £5,742,500)</p>	2,106,005	Estimate revised	Amend Reserve List

ADUR DISTRICT COUNCIL - ENVIRONMENT

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officers Recommendations
<p>SOUTHWICK LEISURE CENTRE Replacement of windows to Porter Room including repairs to floor</p>	25,000	The windows are nearing the end of their useful life and require considerable ongoing repairs. Associated repairs to floor and floor coverings will also be required due to ongoing leaks through windows	Add to Reserve List
<p>SOUTHWICK LEISURE CENTRE Replacement of 3 air conditioning units</p>	15,000	The air conditioning units are nearing the end of their working life and will need replacing	Add to Reserve List



Scheme	Estimates £	Reason	Officers Recommendations
<p>COAST PROTECTION WORKS Strategic Monitoring Project for the South East Phase 5 Contribution to the partnership scheme between Maritime Authorities (Funded by the Environment Agency)</p>	100,000	Expenditure revised in line with previous years' expenditure	Amend Reserve List


WORTHING BOROUGH COUNCIL - CUSTOMER SERVICES
RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
ASSEMBLY HALL Theatre - Renew blackout facilities	N/C	Scheme is now the responsibility of the new Worthing Theatres and Museum Trust	Remove from Reserve List
Theatre - Renewal of temporary storage rollalong units	N/C	Scheme is now the responsibility of the new Worthing Theatres and Museum Trust	Remove from Reserve List
Theatre - Seating replacement	120,000	Scheme is now the responsibility of the new Worthing Theatres and Museum Trust	Remove from Reserve List
Theatre - Stage lighting	30,000	Scheme is now the responsibility of the new Worthing Theatres and Museum Trust	Remove from Reserve List
CONNAUGHT THEATRE Redesign, adaptation and refurbishment of the current back stage area	49,200	To reduce the number of complaints from visiting performers, artists and production companies.	Add to Reserve List
DENTON LOUNGE (PAVILION THEATRE) Café Toilets - Refurbishment	22,000	Works included in the 2021/22 and 2022/23 Proposed Capital Investment Programme	Remove from Reserve List

WORTHING BOROUGH COUNCIL - CUSTOMER SERVICES
RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
MUSEUM AND ART GALLERY New Passenger Lift	100,000	The current lift is too small for many modern wheelchairs and is reaching the end of its useful life	Add to Reserve List
Refurbishment of roof lights on the Museum building	44,800	Works included in the 2021/22 Proposed Capital Investment Programme	Remove from Reserve List
PIER AND PAVILION Theatre - Technical refurbishment of aerial points, lighting infrastructure and replacement of the lighting rig	89,500	Works are now the responsibility of the new Worthing Theatres and Museum Trust	Remove from Reserve List
RICHMOND ROOM Renewal of partition doors to Richmond Room and Bar	27,500	Works included in the 2021/22 Proposed Capital Investment Programme	Remove from Reserve List
THEATRES Replacement of operational vehicle	20,000	Vehicle replaced in 2019/20	Remove from Reserve List



WORTHING BOROUGH COUNCIL - ENVIRONMENT

RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
ALLOTMENTS Rolling Programme of improvements to include replacements and improvements to pathways, old water pipes and fencing	12,500	Estimate Revised	Amend Reserve List
GROUNDS MAINTENANCE Provision for the replacement of vehicles for the joint service (Partnership scheme with Adur District Council. Total cost £265,600)	159,360	Estimate revised	Amend Reserve List
OPERATIONAL VEHICLES Provision for the replacement of vehicles for the joint services (Partnership scheme with Adur District Council. Total cost £52,300)	11,150	Estimate revised	Amend Reserve List
PARKS Boundary Fencing Replacements Homefield Park - Installation of a new public convenience Outdoor Fitness Equipment - Rolling programme of installations (Annual provision) Rolling programme of replacement signage (Annual provision)	20,000 218,400 20,000 10,000	Estimate revised Not now required Programme of installations has now completed. Future programme of works will be replacements Estimate revised	Amend Reserve List Remove from Reserve List Amend Reserve List Amend Reserve List

WORTHING BOROUGH COUNCIL - ENVIRONMENT
RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

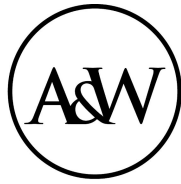
Scheme	Estimates £	Reason	Officer's Recommendations
<p>REFUSE/RECYCLING/STREET CLEANSING SERVICE Provision for the replacement of vehicles for the joint service (Partnership scheme with Adur District Council. Total cost £5,742,500)</p>	3,636,495	Estimate Revised	Amend Reserve List


WORTHING BOROUGH COUNCIL - REGENERATION
RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
FORESHORE Replacement of seafront decorative lighting east of West Buildings	112,000	Works included in the 2021/22 Proposed Capital Investment Programme	Remove from Reserve List
WORTHING PIER Replacement of timber decking	78,400	Works included in the 2021/22 and 2022/23 Proposed Capital Investment Programmes	Remove from Reserve List


WORTHING BOROUGH COUNCIL - RESOURCES
RESERVE LIST : FUTURE CAPITAL INVESTMENT PROGRAMME : ADDITIONS, AMENDMENTS AND DELETIONS

Scheme	Estimates £	Reason	Officer's Recommendations
TOWN HALL Replacement of air conditioning units	65,000	Replacement of redundant air conditioning units serving second floor offices to provide a better working environment for users of the building	Add to Reserve List



ADUR & WORTHING
COUNCILS

Joint Governance Committee
26 November, 2019
Agenda Item 6

Joint Strategic Committee
3 December, 2019
Agenda Item 13

Key Decision : No
Ward(s) Affected:

MID YEAR REVIEW OF TREASURY MANAGEMENT 2019-20, ADUR DISTRICT COUNCIL AND WORTHING BOROUGH COUNCIL

REPORT BY THE DIRECTOR FOR DIGITAL AND RESOURCES

EXECUTIVE SUMMARY

1. PURPOSE

- 1.1 This report asks Members to note the Treasury Management mid-year performance for Adur and Worthing Councils at the 30 September 2019, as required by regulations issued under the Local Government Act 2003.

2. RECOMMENDATIONS

- 2.1 The Joint Governance Committee is recommended to:
- i) note this report and refer any comments or suggestions to the Joint Strategic Committee meeting on the 3rd December 2019.
 - ii) to note the proposed amendment of the Treasury Management Strategy Statement and the Annual Investment Strategy to remove the limitation on investments in Money Market Funds of £5m or 30% of investments for more than a week (see paragraph 6.4).
- 2.3 The Joint Strategic Committee is recommended to note this report and to recommend to Adur and Worthing Councils the approval of the proposed amendment of the Treasury Management Strategy Statement as set out in paragraph 6.4

3. CONTEXT

3.1 This report summarises the treasury management activities and portfolio for both Adur and Worthing Councils for the half year to 30 September 2019.

3.2 This is one of 3 treasury management reports that are required to be presented during the financial year (see Para. 4.1.3).

3.3 Capital Strategy

In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities have been required to prepare a Capital Strategy which is intended to provide the following: -

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

A report setting out our Capital Strategy was approved by the full Councils on 18th July 2019 (Adur) and 23rd July 2019 (Worthing).

3.4 Treasury Management

The Councils operate balanced budgets, which broadly means cash raised during the year will meet their cash expenditure. Part of the treasury management operation is to ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Councils' capital plans. These capital plans provide a guide to the borrowing need of the Councils, essentially the longer term cash flow planning to ensure the Councils can meet their capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

Accordingly, treasury management is defined as:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

3.5 The Councils' Treasury Management Strategy and Annual Investment Strategy place the security of investments as foremost in considering all treasury management dealing. By so doing it contributes towards the Councils' priorities set out in Platforms for our Places.

4. ISSUES FOR CONSIDERATION

- 4.1 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017).

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Councils' treasury management activities.
 2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Councils will seek to achieve those policies and objectives.
 3. Receipt by the full Councils of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
 4. Delegation by the Councils of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 5. Delegation by the Councils of the role of scrutiny of treasury management strategy and policies to a specific named body. For these Councils the delegated bodies are the Joint Governance Committee and the Joint Strategic Committee.
- 4.2 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
- An economic update for the first part of the 2019/20 financial year;
 - A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
 - The Councils' capital expenditure, as set out in the Capital Strategy, and prudential indicators;
 - A review of the Councils' investment portfolios for 2019/20;
 - A review of the Councils' borrowing strategy for 2019/20;
 - A review of any debt rescheduling undertaken during 2019/20;
 - A review of compliance with Treasury and Prudential Limits for 2019/20.

5. THE ECONOMY AND INTEREST RATES

*The following commentary has been supplied by **Link Asset Services Ltd**, the professional consultants for the Councils' shared treasury management services provider. The context is significant as it describes the backdrop against which treasury management activity has been undertaken during the year.*

5.1 Economics update

5.1.1 **UK.** This first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. However, in September, his proroguing of Parliament was overturned by the Supreme Court and Parliament carried a bill to delay Brexit until 31 January 2020 if there is no deal by 31 October. MPs also voted down holding a general election before 31 October, though the date has now been set for the 12th December 2019. So far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing the whole Brexit situation is highly fluid and could change radically by the day. Given these circumstances and the imminent general election, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU then it is possible that growth could recover relatively quickly.

5.1.2 The MPC could then need to address the issue of whether to **raise Bank Rate** at some point in the coming year when there is little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy.

5.1.3 The first half of 2019/20 has seen UK **economic growth** fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September re-emphasised their concern about the downturn in world growth and also expressed concern that prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.

- 5.1.4 As for **inflation** itself, CPI has been hovering around the Bank of England’s target of 2% during 2019, but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.
- 5.1.5 With regard to the **labour market**, despite the contraction in quarterly GDP growth of -0.2% q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself: the latter figure, in particular, suggests that firms are preparing to expand output and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July and the participation rate of 76.1% achieved a new all-time high. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers’ balance sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to take action to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020.
- 5.1.6 In the **political arena**, the general election could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

5.2 Interest rate forecasts

5.2.1 The Council’s treasury advisor, Link Asset Services, has provided the following forecast, which includes the recent increase in margin over gilt yields of 100bps.

Link Asset Services Interest Rate View										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

The above forecasts have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit at some point in time. Given the current level of uncertainties, this is a huge assumption and so forecasts may need to be materially reassessed in the light of events over the next few weeks or months.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit. In its meeting on 1 August, the MPC became more dovish as it was more concerned about the outlook for both the global and domestic economies. That's shown in the policy statement, based on an assumption that there is an agreed deal on Brexit, where the suggestion that rates would need to rise at a "gradual pace and to a limited extent" is now also conditional on "some recovery in global growth". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were a no deal Brexit, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth. The September MPC meeting sounded even more concern about world growth and the effect that prolonged Brexit uncertainty is likely to have on growth.

5.2.2 Bond yields / PWLB rates. There has been much speculation recently that we are currently in a bond market bubble. However, given the context that there are heightened expectations that the US could be heading for a recession, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

5.2.3 What we saw during the last half year up to 30 September is a near halving of longer term PWLB rates to completely unprecedented historic low levels. (See paragraph 4.2.1 for comments on the increase in margin over gilt yields of 100bps introduced on 9.10.19.) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but due to a correlation between US treasuries and UK gilts, which at various times has been strong but at other times weaker, in the UK. However, forecasting the timing of this and how strong the correlation is likely to be, is very difficult to forecast with any degree of confidence.

5.2.4 One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious.

5.2.5 Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt fuelled boom which now makes it harder for economies to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds – which, in turn, would cause further falls in their prices etc.). In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

5.3 Economic risks

5.3.1 The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.

One risk that is both an upside and downside risk is that all central banks are now working in very different economic conditions than before the 2008 financial crash. There has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed for eleven years since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could, therefore, over or under-do increases in central interest rates.

5.3.2 Downside risks to current forecasts for UK gilt yields and PWLB rates include:

- **Brexit** – if it were to cause significant economic disruption and a major downturn in the rate of growth. **Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new unlikely alliance of two very different parties will endure.

- Weak capitalisation of some **European banks**, particularly Italian banks.
- **German minority government.** In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. Then in October 2018, the results of the Bavarian and Hesse state elections radically undermined the SPD party and showed a sharp fall in support for the CDU. As a result, the SPD had a major internal debate as to whether it could continue to support a coalition that is so damaging to its electoral popularity. After the result of the Hesse state election, Angela Merkel announced that she would not stand for re-election as CDU party leader at her party's convention in December 2018. However, this makes little practical difference as she has continued as Chancellor, though more recently concerns have arisen over her health.
- **Other minority EU governments.** Austria, Sweden, Spain, Portugal, Netherlands and Belgium all have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Italy, Austria, the Czech Republic and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- There are concerns around the level of **US corporate debt** which has swollen massively during the period of low borrowing rates in order to finance mergers and acquisitions. This has resulted in the debt of many large corporations being downgraded to a BBB credit rating, close to junk status. Indeed, 48% of total investment grade corporate debt is rated at BBB. If such corporations fail to generate profits and cash flow to reduce their debt levels as expected, this could tip their debt into junk ratings which will increase their cost of financing and further negatively impact profits and cash flow.
- **Geopolitical risks**, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

5.3.3 Upside risks to current forecasts for UK gilt yields and PWLB rates

- **Brexit** – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- **The Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- **UK inflation**, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

6. TREASURY MANAGEMENT STRATEGY STATEMENT and ANNUAL INVESTMENT STRATEGY UPDATE

- 6.1 The Treasury Management Strategy Statement (TMSS) for 2019/20 was approved by the Joint Governance Committee on the 22nd January 2019 and by Adur Council on 28th February 2019 and by Worthing Council on 26th February 2019.

6.2 Changes to Worthing Borough Council’s prudential indicators

6.2.1 On the 23rd April 2019 Worthing Council approved the amendment of the TMSS to increase the Operational Boundary and the Authorised Limit by £25m to accommodate the increase in the commercial property investment fund.

6.2.2 On the 23rd July 2019 Worthing Council approved the amendment of the TMSS to permit a loan of £5m to the Greater Brighton Metropolitan College. The Council agreed to add the College to the approved investments list, to increase the Operational and Authorised Boundaries by £5m and to amend the Minimum Revenue Provision appropriately.

6.2.3 Consequently the limits have been revised as follows:

Worthing Council’s amended Operational Boundary & Authorised Limit

Prudential Indicators	Original £m	Revised £m
Authorised Limit	126.0	156.0
Operational Boundary	121.0	151.0

6.3 Changes to Adur District Council’s prudential indicators

On the 25th April 2019 Adur Council approved the amendment of the TMSS to increase the Operational Boundary and the Authorised Limit by £25m to accommodate the increase in the commercial property investment fund. As a consequence of this change the limits have been amended as follows:

Adur District Council amended Operational Boundary & Authorised Limit

Prudential Indicators	Original £m	Revised £m
Authorised Limit	171.0	196.0
Operational Boundary	167.0	192.0

6.4 Money Market Fund Limits

The approved Strategy contains a limit for each Council of £5m or 30% of investments to be placed in Money Market Funds for more than 7 days. The purpose of the limit is to ensure that the Councils do not leave funds in the money markets when they could be invested for longer periods at higher rates with other institutions. However, this limit has been breached on more than one occasion since April due to:

- a) the current policy of using some internal borrowing rather than external borrowing, which results in much lower investment balances;

- b) the change in payment dates for precepts to West Sussex County Council and the PCC in 2019-20, so that the periods between the dates for receipt of Council Tax and Business Rates and precept dates are sometimes longer than in previous years which means the Council can be left with significant sums for more than 7 days;
- c) Money Market Fund rates are often higher than rates available for 3-6 month investments.

The Chief Financial Officer and the Treasury Officers meet weekly to review the cash flows and longer term investments are made wherever possible. It is recommended that the limits on Money Market Fund investments are removed and use of these funds is left to the discretion of the CFO.

7. THE COUNCILS' CAPITAL POSITION (PRUDENTIAL INDICATORS)

This part of the report is structured to update:

- The Councils' capital expenditure plans
- How these plans are being financed
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow
- Compliance with the limits in place for borrowing activity

7.1 Prudential Indicator for Capital Expenditure

These tables show the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Adur District Council

	2019/20 Original Estimate	Actual at 30 Sept 2019	2019/20 Revised Estimate
	£m	£m	£m
HRA	8.420	2.483	6.793
Non HRA	3.304	4.472	9.237
Commercial property	18.228	22.028	49.868
Total capital expenditure	29.952	28.983	65.898

The change in the Adur revised capital expenditure estimate is due mainly to:

- HRA: reprofiling of major works contracts due to the increased priority of fire and other health and safety works
- Non HRA: re-profiling of budgets from 2018/19
- the addition of new schemes which have previously been reported to and approved by JSC
- an agreed increase in the commercial property strategy budget

Worthing Borough Council

	2019/20 Original Estimate	Actual at 30 Sept 2019	2019/20 Revised Estimate
	£m	£m	£m
Non HRA	7.749	4.397	17.319
Commercial property	16.835	33.346	50.304
Total capital expenditure	24.584	37.743	67.623

The increase in the Worthing revised capital expenditure estimate is due mainly to:

- reprofiling of budgets from 2018/19
- the addition of new schemes which have previously been reported to and approved by JSC
- an agreed increase in the commercial property strategy budget

7.2 Changes to the Financing of the Capital Programme

The tables below draw together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure.

The borrowing element of the tables increases the underlying indebtedness of the Councils by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Adur District Council

	2019/20 Original Estimate	2019/20 Revised Estimate
	£m	£m
Total Capital Expenditure	29.952	65.898
Financed by:		
Capital receipts	1.870	1.951
Capital Grants & contributions	1.491	6.036
Reserves & revenue contributions	4.482	3.447
Total financing	7.843	11.434
Borrowing requirement	22.109	54.464

Worthing Borough Council

	2019/20 Original Estimate	2019/20 Revised Estimate
	£m	£m
Total Capital Expenditure	24.584	67.623
Financed by:		
Capital receipts	1.000	0.503
Capital grants & contributions	1.706	2.280
Reserves & revenue contributions	0.210	0.270
Total financing	2.916	3.053
Borrowing requirement	21.668	64.570

7.3 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

The tables below show the CFR, which is the underlying external need to incur borrowing for a capital purpose. The tables also show the expected debt position over the period. "Other long term liabilities" includes finance leases, although the Councils do not currently have any finance leases.

Prudential Indicator - Capital Financing Requirement

As explained above, the capital expenditure forecasts have increased and therefore the CFR forecasts have also increased.

Prudential Indicator - the Operational Boundary for external debt

Adur District Council

	2019/20 Original Estimate	Actual at 30 Sept 2019	2019/20 Revised Estimate
	£m	£m	£m
Prudential Indicator			
Capital Financing Requirement			
CFR - HRA	62.473	60.103	60.630
CFR - Non-HRA	28.279	25.424	28.458
CFR – Commercial activities	74.025	59.717	87.285
Total CFR	164.777	145.244	176.373
Net movement in CFR	20.294	21.994	53.123
	Operational Boundary	Actual Debt	Operational Boundary
Borrowing	166.000	139.547	191.000
Other long term liabilities	1.000	0.000	1.000
Total debt	167.000	139.547	192.000

Worthing Borough Council

	2019/20 Original Estimate	Actual at 30 Sept 2019	2019/20 Revised Estimate
	£m	£m	£m
Prudential Indicator			
Capital Financing Requirement			
CFR – Non-HRA	54.916	46.810	57.429
CFR - Commercial activities	61.478	59.846	76.609
Total CFR	116.394	106.656	134.038
Net movement in CFR	19.981	35.982	63.364
	Operational Boundary	Actual Debt	Operational Boundary
Borrowing re Worthing Homes	10.000	10.000	10.000
Borrowing re GB Met	0.000	0.000	5.000
Other Borrowing	110.000	89.742	135.000
Other long term liabilities	1.000	0.000	1.000
Total debt	121.000	99.742	151.000

7.4 Limits to Borrowing Activity: CFR and debt

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Councils have approved a policy for borrowing in advance of need which will be adhered to if this proves prudent. The Chief Financial Officer reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

Adur District Council

	2019/20 Original Estimate	Actual at 30 Sept 2019	2019/20 Revised Estimate
	£m	£m	£m
Borrowing	158.735	139.547	167.398
Other long term liabilities	0.000	0.000	0.000
Total debt	158.735	139.547	167.398
CFR	164.777	145.244	176.373

Worthing Borough Council

	2019/20 Original Estimate	Actual at 30 Sept 2019	2019/20 Revised Estimate
	£m	£m	£m
Borrowing	113.280	99.742	124.676
Other long term liabilities	0.000	0.000	0.000
Total debt	113.280	99.742	124.676
CFR	116.394	106.656	134.038

7.5 Limits to Borrowing Activity: Authorised Limit and debt

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Adur District Council

	2019/20 Original Indicator	Actual debt at 30 Sept 2019	2019/20 Revised Indicator
Authorised Limit for external debt	£m	£m	£m
Borrowing	170.000	139.547	195.000
Other long term liabilities	1.000	0.000	1.000
Total	171.000	139.547	196.000

Worthing Borough Council

	2019/20 Original Indicator	Actual debt at 30 Sept 2019	2019/20 Revised Indicator
Authorised Limit for external debt	£m	£m	£m
Borrowing re Worthing Homes and GB Met	10.000	10.000	15.000
Other Borrowing	115.000	89.742	140.000
Other long term liabilities	1.000	0.000	1.000
Total	126.000	99.742	156.000

8 INVESTMENT PORTFOLIO 2019/20

8.1 Investment performance – Adur District Council

In accordance with the Code, it is the Councils' priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Councils' risk appetite. As shown by forecasts in section 5.2, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the current 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.

Adur District Council held £14.665m of investments for varying durations as at 30 September 2019, (£10.6m at 31 March 2019) and the investment portfolio yield for the first 6 months of the year is 0.94% p.a. against benchmark rates of 0.83% for 12 month deposits and 0.73% for 6 month deposits (supplied by Link Asset Services). This rate excludes the investment in the Local Authorities' Property Fund, which returned 4.2% p.a. over the 6 months. The investment in that fund was increased from £1m to £3m at the end of April

2019. The portfolio is shown below. Adur District Council's budgeted investment return for 2019/20 for both the General Fund and the HRA is £268k and the current forecast will result in an under achievement of about £53k, due to poor interest rates available in the market and the use of internal borrowing to fund capital projects. This strategy results in a saving in the interest payable budget which is currently expected to underspend by £125,000 by the year end.

Investment portfolio – Adur District Council

Counterparty	Issue Date	Maturity Date	Principal	Current Interest Rate	Long Term Rating
Blackrock MMF	n/a	n/a	£10,000	var	AAA
CCLA MMF	n/a	n/a	£360,000	var	AAA
Coventry Building Society	13.06.19	12.06.20	£1,000,000	1.00%	A-
Federated Investments MMF	n/a	n/a	£2,760,000	var	AAA
Goldman Sachs Intern'l Bank	17.04.19	17.04.20	£1,000,000	1.08%	A
Goldman Sachs Intern'l Bank	25.04.19	27.04.20	£1,000,000	1.07%	A
Goldman Sachs Intern'l Bank	08.05.19	08.11.19	£1,000,000	0.95%	A
Handelsbanken	n/a	n/a	£10,000	0.50%	AA
Invesco MMF	n/a	n/a	£500,000	var	AAA
Lloyds Bank (RFB)	15.04.19	15.04.20	£1,000,000	1.25%	A+
Lloyds Bank (RFB)	01.05.19	01.05.20	£1,000,000	1.25%	A+
Lloyds Bank (RFB)	30.08.19	05.03.20	£1,000,000	0.85%	A+
Local Authority Property Fund	25.04.17	n/a	£3,000,000	var	n/a
Santander UK	27.09.19	05.10.20	£1,000,000	1.00%	A+
Boom Credit Union	06.03.15	n/a	£25,000	n/a	n/a
TOTAL			£14,665,000		

Investment performance – Worthing Borough Council

Worthing Borough Council held £12.180m of investments for varying durations as at 30 September 2019, (£9.8m at 31 March 2019). The investment portfolio yield for the first 6 months of the year is 0.90% p.a. against benchmark rates of 0.83% for 12 month deposits and 0.73% for 6 month deposits. This rate excludes the investment in the Local Authorities' Property Fund, which returned 4.2% p.a. over the 6 months. The investment in that fund was increased from £0.5m to £1.5m at the end of April 2019.

The Council has also made a loan of £10m to Worthing Homes at 0.7% above the rate at which the funds were borrowed; this is treated as capital expenditure rather than a treasury investment.

Worthing's investment portfolio yield is slightly lower than Adur's because Adur has been able to place more fixed term investments due to its higher average balance of funds. Worthing needs to retain more of its cash in short term investments, including Money Market Funds, because it collects a larger amount of Council Tax and Business Rates, most of which is held temporarily. The portfolio is shown below.

Worthing Borough Council's budgeted investment income for 2019/20, excluding for the Worthing Homes loan, is £157k and the current forecast will result in an under achievement of about £20k, due to poor interest rates available in the market and the use of internal borrowing to fund capital projects. This strategy results in a saving in the interest payable budget which is currently expected to underspend by £141,000 by the year end.

Investment Portfolio - Worthing Borough Council

Counterparty	Issue Date	Maturity Date	Principal	Current Interest Rate	Long Term Rating
CCLA MMF	n/a	n/a	£2,170,000	var	AAA
Coventry Building Society	10.07.19	05.02.20	£1,000,000	0.86%	A-
Federated Investments MMF	n/a	n/a	£2,830,000	var	AAA
Goldman Sachs Intern'l Bank	18.09.19	06.01.20	£1,500,000	0.82%	A
Invesco MMF	n/a	n/a	£130,000	0.50%	AAA
Lloyds Bank (RFB)	08.05.19	08.05.20	£1,000,000	1.25%	A+
Lloyds Bank (RFB)	19.06.19	19.06.20	£1,000,000	1.25%	A+
Lloyds Bank (RFB)	26.06.19	06.01.20	£1,000,000	1.00%	A+
Local Authority Property Fund	27.04.17	n/a	£1,500,000	var	n/a
Boom Credit Union	Various	n/a	£50,000	n/a	n/a
TOTAL			£12,180,000		

Investment Performance – Approved Limits

The Head of Financial Services confirms that the only breaches of the approved limits during the first six months of 2019/20 for Adur District Council or Worthing Borough Council within the Annual Investment Strategy were as described in 6.4 above.

8.2 Investment counterparty criteria

The current investment counterparty criteria selection approved in the Treasury Management Strategy Statement is meeting the requirements of the Adur and Worthing treasury management function. The Annual Investment Strategy for Worthing was amended by the Council on the 23rd July 2019 to permit a loan of £5m to the Greater Brighton Metropolitan College (see 6.2.2).

9 BORROWING

9.1 The Capital Financing Requirement (CFR) denotes the Councils' underlying need to borrow for capital purposes. If the CFR is positive the Councils may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. For both Adur and Worthing Councils capital expenditure in 2019/20 is funded from grants, capital receipts, contributions, reserves and revenue contributions as well as borrowing. This is a prudent and cost effective approach in the current

economic climate but will require ongoing monitoring.

- 9.2 Adur District Council's revised CFR forecast for 2019/20 is £176.4m. The relevant table in 7.4 shows the Council has borrowings of £139.5m at 30 September 2019.

Worthing Borough Council's revised CFR for 2019/20 is £134.0m. The relevant table in 7.4 shows the Council has borrowings of £99.7m at 30 September 2019.

- 9.3 Due to the overall financial position and the underlying need to borrow for capital purposes, new external borrowing was undertaken as shown in the tables below. It is anticipated that further borrowing will be undertaken by both Councils during this financial year to fund capital expenditure, including the purchase of properties.

Adur District Council – new loans

Lender	Principal	Type	Interest Rate	Maturity
PWLB	£6m	Fixed interest rate	1.82%	04/04/2037
PWLB	£1m	Fixed interest rate	2.17%	10/06/2059
PWLB	£1m	Fixed interest rate	1.65%	26/06/2029
PWLB (Property purchase)	£8m	Fixed interest rate	1.48%	25/07/2028
PWLB (Property purchase)	£8m	Fixed interest rate	1.88%	01/08/2034
PWLB	£1m	Fixed interest rate	1.88%	16/08/2039
PWLB	£1m	Fixed interest rate	1.74%	05/09/2069

Worthing Borough Council – new loans

Lender	Principal	Type	Interest Rate	Maturity
PWLB (property purchase)	£13m	Fixed interest rate	2.44%	25/04/2059
PWLB	£1m	Fixed interest rate	2.17%	10/06/2059
PWLB	£1m	Fixed interest rate	1.65%	26/06/2029
PWLB	£1m	Fixed interest rate	1.88%	16/08/2039
PWLB	£1m	Fixed interest rate	1.74%	05/09/2069
PWLB (property purchase)	£4m	Fixed interest rate	1.30%	12/09/2028
PWLB (property purchase)	£4m	Fixed interest rate	1.36%	12/09/2029
PWLB (property purchase)	£4m	Fixed interest rate	1.42%	12/09/2030
PWLB (property purchase)	£1.5m	Fixed interest rate	1.48%	12/09/2031
PWLB (property purchase)	£3.53m	Fixed interest rate	1.58%	20/09/2032
PWLB (property purchase)	£3.53m	Fixed interest rate	1.63%	19/09/2033

9.4 Increase in the cost of borrowing from the PWLB

On 9 October 2019 the Treasury and PWLB announced an increase in the margin over gilt yields of 100bps on top of the current margin which the Councils have paid prior to this date for new borrowing from the PWLB. There was no warning that this would happen and it now means that every local authority has to fundamentally reassess how to finance their external borrowing needs and the financial viability of capital projects in their capital programme due to this unexpected increase in the cost of borrowing. Representations are going to be made to HM Treasury to suggest that areas of capital expenditure that the Government is keen to see move forward e.g. housing, should not be subject to such a large increase in borrowing.

Whereas the Councils have previously relied on the PWLB as the main source of funding, they now have to fundamentally reconsider alternative cheaper sources of borrowing. At the current time, this is a developmental area as this event has also taken the financial services industry by surprise. We are expecting that various financial institutions will (re)enter the market or make products available to local authorities. The Councils are currently exploiting opportunities for inter-authority borrowing. Members will be updated as this area evolves.

It is possible that the Municipal Bond Agency will be offering loans to local authorities in the future. This Authority may make use of this new source of borrowing as and when appropriate.

10 DEBT RESCHEDULING

Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates, and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010. No debt rescheduling has therefore been undertaken to date in the current financial year for either Council.

11 OTHER

11.1 Changes in risk appetite

The 2018 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite eg for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports.

11.2 **Member Training**

The treasury advisors for the shared treasury management service, Link Asset Services, provided a training session for Members on the 13th June 2018. The session included reviews of the Councils' Balance Sheets and current debt and investment portfolios, as well an overview of developments in local government treasury management and UK economic data. The format of training for future years is being reviewed.

12. **ENGAGEMENT AND COMMUNICATION**

12.1 The Adur and Worthing Councils' treasury management team provides treasury services to Mid Sussex District Council through a shared services arrangement (SSA). The SSA is provided under a Service Level Agreement that was renewed from 18th October 2019, and which defines the respective roles of the client and provider authorities for a period of three years.

12.2 Information and advice is supplied throughout the year by Link Asset Services Ltd, the professional consultants for the Councils' shared treasury management service.

13. **FINANCIAL IMPLICATIONS**

13.1 This report has no quantifiable additional financial implications to those outlined above. Interest payable and interest receivable arising from treasury management operations, and annual revenue provisions for repayment of debt, form part of the revenue budget.

Finance Officer: Sarah Gobey

Date 14th November 2019

14. **LEGAL IMPLICATIONS**

14.1 The presentation of the Half Year Report is required by regulations issued under the Local Government Act 2003 to review the treasury management activities, the actual prudential indicators and the treasury related indicators for 2019/20.

Legal Officer.....

Date....

Background Papers

Joint Treasury Management Strategy Statement and Annual Investment Strategy Report 2019/20 to 2021/22 (Adur Council 28 February 2019 and Worthing Council 26 February 2019).

Annual Joint In-House Treasury Management Operations Report 1 April 2018 – 31 March 2019 (Joint Governance Committee, 30 July 2019 and Joint Strategic Committee, 10 September 2019)

Link Asset Services Ltd Half Year Report Template 2019/20

Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes (CIPFA)

The Prudential Code for Capital Finance in Local Authorities (CIPFA)

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SUSTAINABILITY & RISK ASSESSMENT

1. ECONOMIC

The treasury management function ensures that the Councils have sufficient liquidity to finance their day to day operations. Borrowing is arranged as required to fund the capital programmes. Available funds are invested according to the specified criteria to ensure security of the funds, liquidity and, after these considerations, to maximise the rate of return.

2. SOCIAL

2.1 Social Value

Matter considered and no issues identified.

2.2 Equality Issues

Matter considered and no issues identified.

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

Matter considered and no issues identified.

4. GOVERNANCE

4.1 The Councils' Treasury Management Strategy and Annual Investment Strategy places the security of investments as foremost in considering all treasury management dealing. By so doing it contributes towards the Council priorities contained in Platforms for our Places.

4.2 The operation of the treasury management function is as approved by the Councils' Treasury Management Strategy and Annual Investment Strategy 2019/20 - 2021/22, submitted and approved before the commencement of the 2019/20 financial year.

4.3 In the current economic climate the security of investments is paramount, the management of which includes regular monitoring of the credit ratings and other incidental information relating to credit worthiness of the Councils' investment counterparties.