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Minutes of a meeting of the Joint Strategic Committee Adur District and Worthing Borough Councils

Gordon Room, Worthing Town Hall

9 July 2019

Adur District Council:

Carson Albury
Brian Boggis
Emma Evans
David Simmons

Worthing Borough Council:

Edward Crouch
Heather Mercer
Val Turner

Absent: Councillor Elizabeth Sparkes

JSC/6/19-20 Declarations of Interests

The following declarations of interest were recorded:-

Cllr Kevin Jenkins declared interests in agenda items 12 and 14 as a Governor of a local school and because a family member worked in Theatres.

Cllr Daniel Humphreys declared an interest in agenda item 12 as a Governor of a local school.

Cllr Neil Parkin declared an interest in agenda item 12 as a taxi driver.

Cllr Heather Mercer declared an interest in agenda items 17 and 19 as a former employee of Greater Brighton Metropolitan College.

Cllr David Simmons declared an interest in agenda item 12 as a Member of West Sussex County Council.

JSC/7/19-20 Minutes

Resolved that the minutes from the Joint Strategic Committee meeting held on 4 June 2019, be approved as an accurate record and signed by the Chairman.

JSC/8/19-20 Public Question Time

The following questions were received from members of the public:-

Question 1 from a Worthing resident:-

'I would like to welcome the inclusion of Agenda Item 10, 'Climate Emergency.. Becoming Carbon Neutral by 2030', which I believe is a great step forward, and I hope that the Committee will endorse the proposal. Would the Committee please consider adding a requirement that all Council Strategies and Policies and, perhaps even more importantly, all major Planning Applications submitted to the Councils for determination, should be rigorously assessed against their implications for climate change, and reported upon accordingly?'

The Leader of Worthing Borough Council replied that as the Council puts forward future plans and policies he hoped that the Council would be considering these points. He advised that the Council was currently putting together the Worthing Local Plan which was a statutory requirement and sustainability would also be considered as part of that process.

A supplementary question was asked regarding the assessment of major applications against the 2030 carbon neutral target.

The Leader of Worthing Borough Council replied that planning applications would be assessed against the National Planning Policy Framework and the Worthing Local Plan and its associated policies.

Question 2 from a Worthing resident:-

I am concerned about how the councils progress towards carbon neutrality by 2030 is going to be monitored and measured? While these goals are essential and will need a relatively rapid response and application, who will and how will this be assessed and reported on to ensure this report is actually put into action in the declared time frame?

The Leader of Worthing Borough Council replied that what gets measured gets done. Currently, the Councils have entered into an agreement with central government following an invitation that councils make a voluntary pledge to reduce, report on, and publish their emissions on an annual basis. The report before the Committee also suggested the establishment of a Task and Finish Group to monitor these targets internally. This work would be overseen by the Councils Strategic Sustainability Manager.

It was also noted that the councils use an energy billing service held on an electronic software system which enables the calculation of carbon emissions from energy use. This has enabled the councils to identify a 30% reduction on carbon emissions associated with energy use in buildings since 2012/13 baseline when the online system was first used.

A supplementary question was asked about how residents could check on the Councils progress.

The Leader of Worthing Borough Council replied that this would be reported through the Platform for our Places progress reporting and the Councils Communications Team.

Question 3 from an Adur resident:-

I would like to congratulate the council if it does declare a climate emergency, however, I am concerned that it should not only focus on internal reforms and initiatives. How does the council intend to show leadership and are there plans to promote investment in renewable technologies and initiatives to reach carbon neutral to the councils business partners, suppliers and businesses trading within and from the Adur area.

The Leader of Worthing Borough Council replied that by declaring a climate emergency, the Councils would be showing leadership in the local area. In addition, a number of the commitments in Platforms for our Places provided practical examples of the work currently underway, including a number of solar projects.

Question 4 from a Worthing resident:-

I note that the council is requesting the production of an outline strategy by January 2020 ,at the latest, on how the Councils will work towards the carbon neutral target. Why will it take up to 6 months to draw up a strategy in an emergency situation and in drawing up this strategy will it involve a public consultation and the setting up of an Advisory Committee?

The Leader of Worthing Borough Council replied that the Councils were proposing to toughen up on their targets bringing forward deadlines from 2050 to 2030. It was noted that where the Councils could do things more quickly they would seek to do so.

Question 5 from a Worthing resident:-

Referring to the Report by the Director for the Economy - When you say testing the market (in the first instance), do you mean there was a contract notice published and a formal open/restricted procedure advertised?

The Leader of Worthing Borough Council replied that there was a formal contract process with a published Invitation To Tender. The Invitation to Tender was issued online through the Council's tender portal and advertised nationally through arts trade media, Arts Professional.

Question 6 from a Worthing resident:-

Is there a formal scheme for the award of the public funding to the foreseen trust?

The Leader of Worthing Borough Council replied that the Council went through an EU procurement process to identify potential bodies who could provide Cultural Services for the town. The Council is now in a position to award the service to a newly constituted Trust formed by the in-house team as the exercise demonstrated that there was no interest from other parties.

There will be a full contract in place between the new body and the Council. This will detail the obligations on both parties and the level of agreed funding for the service.

Questions 7 & 8 from a Worthing resident:-

Was the main difference between separate entity and exclude and the envisaged independent trust in terms of their technical and financial resources?

Have the state aid implications been assessed?

The Director for the Economy advised that questions were in relation to the matter of separate entity which was covered in the report. A separate entity, under a specific name, was registered in a fair, open and transparent procurement process. The intent was abundantly clear and that is why Officers feel utterly confident in bringing recommendations to the Committee this evening.

In terms of how state aid consequences have been assessed. Through the procurement process, state aid is considered to be relevant in the context of procurement. The Council had been through a procurement process and Officers full expectation was that if there had been any state aid related issues, they would have been raised during the process and brought before the Committee.

Question 9 from a Worthing resident:-

Why is the Council using a technicality to press ahead with its plans for outsourcing the towns Theatres?

The Leader of Worthing Borough Council replied that this question would be answered during consideration of Item 14 on the agenda.

Question 10 from a Worthing resident:-

In relation to Item 14, the independent body won't be allowed to have a contract if its not legally separate from the Council. Therefore, can the Council make a direct award at the same time as a legally separate body?

The Leader of Worthing Borough Council replied that this question would be answered during consideration of Item 14 on the agenda.

Question 11 from a Worthing resident:-

In relation to Item 14, the Council had received legal advice from a Barrister and a paragraph from their report was included under paragraph 6.2 of the report. Has the Committee seen the full report and would this be made public?

The Leader of Worthing Borough Council replied that this question would be answered during consideration of Item 14 on the agenda.

JSC/9/19-20 Items Raised Under Urgency Provisions

There were no items raised under urgency provisions.

JSC/10/19-20 Chairman's Announcement

The Chairman announced a change to the order of the agenda declaring that *Item 10 - Climate Emergency...Becoming Carbon Neutral by 2030* would be considered as the next item of business.

JSC/11/19-20 Climate Emergency ... Becoming Carbon Neutral by 2030

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 10.

The report encouraged members to consider reports from the UN Intergovernmental Panel on Climate Change (IPCC) which urged radical action to combat the causes of climate change.

Members were informed that a growing number of local authorities were declaring a 'Climate Emergency' and pledging to work towards becoming carbon neutral. Adur & Worthing Councils were making good progress on carbon reduction towards their 2050 target. However, the target could be brought forward to 2030 in light of the catastrophic impacts predicted if global warming continues at its current rate.

Officers advised that the figure of £400k in paragraph 4.3.6 of the report was incorrect and that £735,680 had been allocated.

The Committee highlighted the importance of this work and the need to act swiftly and do things properly. Members acknowledged that a number of things happening along the coastal strip were outside of the Councils direct control and therefore there was a need to work closely with other local authorities and to support the excellent work being undertaken by a number of local community groups.

A member suggested that more innovative solutions were required and challenged whether the proposed targets for carbon reduction went far enough. It was noted that an Action Plan would be developed to identify the actions and targets required.

Decision:

The Joint Strategic Committee:-

1. declared a 'Climate Emergency';
2. agreed to go beyond the previously set 2050 target adopted by Adur & Worthing Councils in 2018 and work towards becoming carbon neutral by 2030;
3. called on the government to provide the powers and resources to make the 2030 target possible;
4. agreed to continue to work with partners across the county and region to deliver this goal; and
5. requested the production of an outline strategy on how the Councils would work towards the carbon neutral target. The strategy was to be produced by January 2020 at the latest.

CALL IN:

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

JSC/12/19-20

Platforms for our Places Progress Report (January - June 2019)

Before the Committee was a report by the Chief Executive, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 5.

The report provided the Joint Strategic Committee with an update on the Councils' progress in delivering the ambitions and commitments set out in *Platforms for our Places* for the period January to June 2019, and highlighted certain areas of strategic importance.

The Councils continued to implement the commitments adopted in January 2018 (and refreshed in July 2018). It was noted that 8% were now complete (blue), 67% of activities were on track (green) and 25% were at potential risk (amber).

The report provided an opportunity for JSC to report to both Full Councils and the Joint Overview and Scrutiny Committee on progress.

The Committee welcomed the update.

Decision:

The Joint Strategic Committee:-

1. noted the progress made and challenges experienced in the implementation of *Platforms for our Places* over the period January to July 2019;
2. requested the final update in December 2019 concluding the *Platforms for our Places* programme; and
3. agreed to refer the report to Joint Overview & Scrutiny Committee for their consideration.

CALL IN:

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

JSC/13/19-20 Financial Performance 2018/19 - Revenue Outturn

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 6.

The report outlined the revenue financial monitoring position for the end of the 2018/19 financial year for the Joint Strategic Committee, Adur District and Worthing Borough Councils.

The outturn positions for operational spend were moderate overspends at both Adur (£158k) and Worthing Councils (£76k), which represented some improvement on the positions reported at Q3.

Overall outturn positions were underspends of £511,979 in Adur District Council, and £1,147,435 in Worthing Borough Council. After allowance for proposed carry forward of

budgets in 2018/19, this represented a 4% underspend against budget for Adur and 5% for Worthing.

The table at 4.5 in the report set out the components contributing to the underspend, with the most significant being business rate relief grant (received early, to be spent in the current year), lower capital borrowing costs in 2018/19, and project funding carry forwards.

The outturn figures included proposed carry forward requests, detailed in appendix 6, that would need to be met from those underspends and which related to committed spend that was now planned for 2019/20: Adur District Council £151,720 and Worthing Borough Council £425,900 (including the Joint Services proposals).

In addition there were some variances that related specifically to 2018/19, some of which occurred in the last quarter of the year. Worthing Borough Council received additional income from planning fees and both Adur District and Worthing Borough Councils were allocated additional housing grant.

This was an improved outcome to what was projected in the quarter 3 monitoring report when net underspends of £291,000 and £1,105,000 were being forecast in Adur and Worthing respectively. The areas that had contributed to the net movement were highlighted in the report and appendix 5(b).

Decision:

The Joint Strategic Committee recommended that Adur District Council, at its meeting on 18 July 2019 and Worthing Borough Council at its meeting on 23 July 2019:-

- (a) NOTE the overall final outturn for 2018/19;
- (b) APPROVE the net appropriations to General Fund Reserves in the year as detailed in paragraph 6.2 totalling:

Adur District Council	£563,683
Worthing Borough Council	£1,450,685

- (c) AGREE the net carry over of revenue budget to 2019/20 funded from reserves as detailed in appendix 6:

Adur District Council	£151,720
Worthing Borough Council	£425,900

- (d) APPROVE the transfer of additional business rates income to the Business Rates Smoothing Reserves to earmark funds to address the timing difference between the Business Rates income received in the General Fund in year (net of relief), and the grant income paid from Central Government to reimburse lost revenue as a consequence of Government policy decisions on reliefs.

Adur District Council	£328,161
Worthing Borough Council	£480,174

CALL IN

There is no call-in for recommendations to Council.

JSC/14/19-20 Financial Performance 2018/19 - Capital and Projects Outturn

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 7.

The report outlined the financial monitoring position for the end of the 2018/19 financial year for capital schemes included in the capital programmes of the Joint Strategic Committee, Adur District Council and Worthing Borough Council.

Information was also provided in respect of capital receipts for the 2 constituent authorities.

The Leader of Worthing Borough Council sought an update on the status of works to replace railings along the East Beach Walkway as the installation had been anticipated in June 2019. Officers advised that work had commenced.

Decision:

The Joint Strategic Committee

- i) noted the outturn position for 2018/19,
- ii) **recommended** that Adur District Council at its Council meeting on 18 July 2019:
 - a. Note the overall capital final outturn for 2018/19.
 - b. Agree the net carry over of General Fund Capital underspends for Adur District Council as detailed in paragraph 5.4.
 - c. Approve the financing of the Adur District Council 2018/19 Capital Investment Programme, including the use of capital receipts as set out in paragraphs 5.1 and 5.2.
 - d. Approve the carry forward of Council resources underspends to fund budget pressures as detailed in paragraph 4.2.2. and summarised in paragraph 5.6.
 - e. Approve the use of capital receipts to fund redundancy costs associated with the Environmental Services restructure and the resulting Capital Flexibilities Strategy as detailed in paragraph 5.3.
- iii) **recommended** that Worthing Borough Council at its Council meeting on 23 July 2019:
 - a. Note the overall capital final outturn for 2018/19.
 - b. Agree the net carry over of General Fund Capital underspends for Worthing Borough Council as detailed in paragraph 5.10.

- c. Approve the financing of the Worthing Borough Council 2018/19 Capital Investment Programme, including the use of capital receipts as set out in paragraphs 5.7 and 5.8.
- d. Approve the carry forward of Council resources underspends to fund budget pressures as detailed in paragraph 4.2.2. And to fund a contingency budget as detailed in paragraph 5.13 and summarised in paragraph 5.14.
- e. Approve the use of capital receipts to fund redundancy costs associated with the Environmental Services restructure and the resulting Capital Flexibilities Strategy as detailed in paragraph 5.9.

CALL IN

There is no call-in for recommendations to Council.

JSC/15/19-20 Becoming financially sustainable - Revenue Budget Strategy for 2020/21

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 8.

The Committee was informed that 2020/21 was an unprecedented year for uncertainty. The timescales and quantum of the proposed changes arising from the new Comprehensive Spending Review and the associated Fairer Funding Review were very uncertain and it was against this background that the year's budget strategy had been prepared.

The Council had a clear strategy for facing the challenges of rapidly changing local government finance and preparing for the reduction in retained business rates and the end of New Homes Bonus in the next few years. The Councils had already successfully addressed the removal of the Revenue Support Grant, and were actively and constructively working to mitigate the impacts of budget announcements by partners, in particular West Sussex County Council.

The strategic effort had involved the development of new and critical capabilities in the organisation, including strategic property investment, affordable housing investment, nationally recognised digital service design, and high quality, successful commercial services.

It had also required careful financial management, including managed and prudent increases in council tax, and a clear focus on driving efficiency and productivity.

Adur and Worthing Councils had responded to the challenge of falling government grant by promoting economic regeneration, investing in property, growing their commercial offer, and through business efficiency from the customer and digitisation transformation programmes. Despite the inevitable challenges brought about by reducing resources, the Councils had continued to maintain good core services across the board and had a clear focus on customer service excellence.

The report aimed to set out how the Councils would continue to address the changing financial climate over the next 10 years, outlining the revenue forecast and setting out

their strategic response to the challenges ahead. With the detailed budget proposals for 2020/21 coming forward to Joint Strategic Committee in December, the report set out the broader context for the detailed work that would be undertaken over the intervening months.

The Councils would be increasingly reliant on council tax income, business rate income, and their own income generating services. The Councils had a good track record in innovation, working creatively in partnership, transforming their digital capabilities and putting the customer at the heart of their services, so they had capacity to continue to deliver their aspirations across Adur and Worthing.

Work had been underway for some time to address the financial challenge in 2020/21 and beyond. It was noted that this work would continue over the summer and autumn, and the Operational Leaders Group (Heads of Service) would be working with the Councils Leadership Team to produce new service plans designed to deliver a balanced budget over the next 3 years.

The outcome of the service planning process would be presented to the Joint Strategic Committee for approval in December 2019 as part of the development of the 2020/21 budget.

Members congratulated Officers for their work on balancing the budgets.

Decision:

The Joint Strategic Committee:-

- (a) noted the report and the outline 5-year forecasts in Appendix 2;
- (b) approved the proposed budget process as set out in section 6 of the report;
- (c) recommended to Adur and Worthing Councils to approve the Budget Strategy for 2020/21 outlined in Section 9 of the report.

CALL IN

The call-in deadline for decisions (a) and (b) will be 5.00pm on 19 July 2019.

There is no call-in for recommendations to Council.

JSC/16/19-20 Becoming financially sustainable - Capital Strategy 2020/21

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 9.

The report sought the approval of the Council's Capital Strategy for 2020/23.

The Strategy outlined the Council's approach to capital investment and how the Council ensured that capital investment was directed to the Council's Priorities. It also set out the basis for prioritisation of capital bids included in the 3 Year Capital Investment Programme and the monitoring of the programme.

The Committee noted that the new occupants of the office block development on the old car park site in Ham Road were currently taking up residence.

Decision:

The Joint Strategic Committee recommended to Adur and Worthing Councils that the Capital Strategy 2020/23 be approved.

CALL IN

There is no call-in for recommendations to Council.

JSC/17/19-20 Waste and Street Cleansing Vehicle Replacements: Moving to an ultra low emission fleet

Before the Committee was a report by the Director for Communities, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 11.

The report sought the Joint Strategic Committee's approval to proceed with the purchase of six new waste and street cleansing vehicles. These vehicles had been included in the 2019/20 Capital Investment Programme.

Electric models for all six replacement vehicles had been investigated in line with policy commitments to move to a cleaner fleet (Platforms for our Places and SustainableAW). Of the vehicles required by the waste and street cleansing services, two had been found suitable to purchase as electric models. If approved, these would be the first vehicles within the councils' fleet to become electric; providing air quality benefits, and financial and carbon emissions savings.

Members wished to place on record their thanks to Andy Edwards, Head of Environmental Services, for all his work for Adur and Worthing Councils and wished him well in his new post at Reading Borough Council.

Decision:

The Joint Strategic Committee approved the acquisition of the six replacement waste and street cleansing vehicles, included in the 2019/20 Capital Investment Programmes and as set out in the report.

CALL IN

The call-in deadline for this decision will be 5.00pm on 19 July 2019

JSC/18/19-20 Joint Overview and Scrutiny Committee - Review of Transport Issues

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 12.

The Joint Strategic Committee (JSC) was asked to receive and note the findings and recommendations of the Joint Overview and Scrutiny Committee (JOSC) review on Adur and Worthing transport strategy issues. The recommendations follow on from the discussions of a Working Group set up by JOSC. A copy of the report to JOSC and Working Group report were attached as Appendix 1 to the report.

The evidence assembled as part of the Scrutiny review provided the JOSC Working Group with a good analysis of the transport strategy activities being delivered in Adur and Worthing and more widely across West Sussex. However, the Working Group had identified some issues that it wished to submit to JSC for consideration as it is recognised that they were key issues which needed to be addressed as part of the overall transport strategy implementations to ensure that the proposals were taken forward.

A Member questioned why the A27 Action Group had not been asked to comment on the review. The Chairman of the Working Group advised that the A27 was not within the remit of the review as it was the responsibility of Highways England not Worthing Borough Council or West Sussex County Council.

A Member questioned why the team leading on car parking provision in Worthing Town Centre had not been asked to make any representations or been consulted on this matter. The Chairman of the Working Group advised that West Sussex County Council were currently undertaking a road space audit around Worthing which would be looking at both car parks and the use of roads for parking and for transport purposes.

The Committee requested that comments from the team leading on car parking provision in Worthing be included in the report being brought back to the Joint Strategic Committee in October.

During consideration of the report, the Committee made the following observations:-

- times attached to CPZs should be reviewed;
- idling cars and vehicles, especially at railway crossings and outside of schools were an avoidable source of pollution;
- representation from disabled transport user groups should have been included in the report;
- engagement with the major projects team should have been included in the report;
- there was a lack of evidence supporting recommendation 13.11
- how could the Councils reduce car parking in town centres?

In relation to recommendation 13.11, the Chairman of the Working Group advised that Members had spoken to Officers from West Sussex County Council and did take into account other schools and their strategies in relation to safety and transport. The Working Group found that the Sir Robert Woodard Academy and the Thomas A Beckett schools had the weakest strategies in relation to safety and transport which is why they had been included in the recommendation. It was noted that in comparison, the Shoreham Academy had over 50% of their pupils using bicycles every single day.

The Committee was also advised that although the Working Group had attempted to contact Network Rail, no response had been received to date.

Decision:

That the Joint Strategic Committee

1. noted the report, findings and amended recommendations from the Joint Overview and Scrutiny Committee; and
2. agreed to receive a report in October 2019 on the issues raised by the Joint Overview and Scrutiny Committee and consideration of the implications for each recommendation contained in the Scrutiny report at Appendix 1 in order for the Executive to provide a formal response to the Joint Overview and Scrutiny Committee.

CALL IN

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

JSC/19/19-20 Delivering affordable homes and new workspace on the site of the former Adur Civic Centre

Before the Committee was a report by the Director for the Economy, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 13.

The report advised the Committee of the outcome of a successful marketing exercise for the site of the former Adur Civic Centre and sought the Committee's approval for the sale of the land to a preferred bidder for the purpose of delivering new homes and employment space.

Members stated that this was a significant site in the town centre locality and although it would have been nice to have another local hotel, seemingly, there was a lack of financial backing for such a proposal. Officers confirmed that they would continue to look for a suitable alternative site for another local hotel.

The Committee welcomed the proposals including the mixture of social housing (a minimum of 40%), affordable housing and commercial floor space, observing that the shared ownership element would give young people a chance to get onto the housing ladder.

A Member raised concerns from the landlady of the Duke of Wellington Public House about the lack of consultation. Officers agreed to ensure she was included in all future consultation.

Decision:

The Joint Strategic Committee

1. noted the outcome of a marketing exercise to secure the redevelopment of the former site of the Adur Civic Centre; and
2. delegated authority to the Head of Major Projects & Investment, in consultation with Adur District Council's Executive Member for Resources, to enter into a contract for the sale of the former Adur Civic Centre site to Hyde Group (Hyde Housing Association Ltd.), subject to heads of terms being agreed and receipt of a valuation report that confirmed best consideration would be achieved by Adur District Council as a result of the sale.

CALL IN

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

** The meeting was adjourned at 8.20pm and reconvened at 8.32pm. Cllrs Neil Parkin, Angus Dunn, Brian Boggis, Emma Evans and Dave Simmons left the meeting prior to the consideration of Items 14 to 19, in accordance with the Joint Committee Agreement.*

JSC/20/19-20 Worthing Theatres and Museum - The Future of Culture for Worthing

Before the Committee was a report by the Director for the Economy, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 14.

The report updated Members on the procurement exercise for the provision of Cultural Services; sought authority to make a direct award to the Council's in house team; and updated the Committee on the successful contractual discussions that had taken place.

Officers advised that the Barristers advice was a matter of legal privilege and so it wasn't something that Officers would issue to the Committee, but it was entirely appropriate and legitimate to quote from it.

A Member asked what would happen to assets in the case of insolvency of the trust. Officers advised that the assets would revert back to the Council and this would be enshrined into any contractual arrangement.

Another Member raised concerns that expert advice and guidance which had been provided through a number of reports and emails, was being ignored. He suggested that a pause in this process was the right course of action at this time and that the additional £200k required in 2021, would be better spent on other services.

The Leader of the Worthing Borough Council replied that the budgetary issues had been considered on numerous occasions. It was the Leaders belief that the Theatres supported the local economy and that there was a wealth of evidence to show this. In parts of the country where culture had been cut, it had a very detrimental effect. These proposals sought to put the Councils cultural services on a stable footing and to keep doing that. Officers advised that the two reports prepared and presented by apse solutions, had been considered carefully. However, it was the Officers view that the proposal outlined in the report, was the right course of action.

A Member sought clarification in relation to European Procurement Guidance and the criteria used to justify an exceptional procedure. Officers advised that Regulation 32(2)(a) of the Public Contract Regulations 2015 provided for a negotiated procedure, as outlined in paragraph 6.2 of the report.

A Member sought clarification in relation to the Arts Council Funding and what evidence supported the view that a trust could access funding that the in house team could not. Officers advised that they had been in consultation with the Arts Council who had advised that it was beneficial to be outside the Council structure to access grant funding.

Decision: The Joint Strategic Committee

1. resolved to make a direct award to the Council's in-house team, subject to the finalisation of the contract price, with a feature of that award being the setting up of a new charitable organisation to deliver the service and contract with the Council.
2. authorised the Director for Economy to enter into the contract on behalf of Worthing Borough Council;
3. in accordance with its earlier decision in March; approved the use of £100k from the Capacity Issues Reserve to support the in-house team set up a Trust.

CALL IN

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

JSC/21/19-20 Delivering new employment opportunities at Decoy Farm - a proposed development partnership approach

Before the Committee was a report by the Director for the Economy, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 15.

The report updated the Committee on progress towards the remediation of Decoy Farm funded by the LEP and confirmed the intention to procure for a Developer to assist and inform the remediation process to maximise best use of LEP funding.

The Committee was informed that the procured Developer would also assist the Council with a design for the site and with an application for Planning Permission. This would enable the Council to maximise the market value of the site.

In consideration of the Developer's consultancy work, the Developer would be granted an Option to purchase the site (for the purposes of the Development) at full market value on terms to be set out in the procurement process.

A Member queried how the Council would get the best deal out of the site. Officers advised the Committee of the benefits associated with working with a developer who had significant experience in delivering this type of site. This included maximising the deliverable floor space on a challenging site.

Decision:

The Joint Strategic Committee

1. authorised the Director for the Economy to undertake a procurement process to identify a preferred developer for Decoy Farm as set out in section 4.5 of this report;
2. noted the progress of the work to date set out in section 4.1 - 4.3 of this report;

3. noted the Coast to Capital Local Enterprise Partnership Board's approval of the business case to release £4.84million for decontamination and development of the Decoy Farm site;
4. approved the inclusion of the Decoy Farm project, £4.84m in the capital programme, fully funded from LEP funding; and
5. agreed to receive a further report following the conclusion of the procurement process, to consider awarding a contract to the preferred bidder and disposal of the site.

CALL IN

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

JSC/22/19-20 Highdown Gardens - Preserving Stern's Legacy

Before the Committee was a report by the Director for Communities, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 16.

The report confirmed that Worthing Borough Council had been successful in its application to the National Lottery Heritage Fund (HF) (formerly HLF Heritage Lottery Fund) for funding of £813,200 to preserve the horticultural heritage and increase and improve accessibility to the gardens.

A Member sought clarification regarding HF approval of leases or lets as outlined in paragraph 4.5 of the report. Officers advised that there was a clause for use over the next 20 years which required HF approval if Worthing Borough Councils sought to divest or change the use of any part of the garden.

The Committee welcomed the proposals for Highdown Gardens as it was a place of international significance.

Decision:

The Joint Strategic Committee

1. resolved to accept the terms of the grant;
2. resolved to approve the addition of the £813,200 HF funding to the Capital Programme; and
3. resolved to release the Council resources allocated to the project.

CALL IN

The call-in deadline for this decision will be 5.00pm on 19 July 2019.

JSC/23/19-20 Supporting further and higher education provision : Strategic loan to local education provider GBMet

Before the Committee was a report by the Director for Digital & Resources, copies of which had been circulated to all Members and a copy of which is attached to the signed copy of these minutes as Item 17.

The Committee was informed that the Greater Brighton Metropolitan College was embarking on a major new scheme to create a Centre for Creative and Digital Industries (CCDI) involving the construction of a 3,000m² of new build development and partial redevelopment of Pelham Tower, in the centre of Brighton.

Over the last three years 1,142 students from Adur (499) & Worthing (643) had studied at the Pelham Campus. The new CCDI would deliver 100 new advanced-level and higher-level apprentices, 140 higher or technical level graduates and 260 additional level 3 students by 2020/21, creating an exciting local offer for Adur and Worthing residents.

The development of the CCDI centre of excellence at the Pelham Campus would also enable the delivery of a creative and digital higher education offer in Worthing, in a partnership with the University of Arts London (UAL), through the development of a University Centre in West Durrington.

Worthing Council had been approached for a £5m loan by Greater Brighton Metropolitan College to facilitate the development of the Pelham Street campus, within an overall scheme value of £21m, with funding from the sale of assets (also reducing overheads going forward) and the Coast to Capital local enterprise partnership.

The report briefed members on the proposal and sought approval for the granting of a £5,000,000 loan secured on the Worthing Campus at Durrington, which would generate an annual income for the Council of £100,000 alongside delivering the significant benefits to the further and higher education offer for Adur and Worthing residents.

Members expressed their support for the proposals.

Decision:

The Joint Strategic Committee recommended that Worthing Borough Council:-

- i. note support for the Greater Brighton Metropolitan College in its ambitions to create a Centre for Creative and Digital Industries at Pelham Street and a University Centre at West Durrington in partnership with the University of Arts London;
- ii. note the significant benefits expected from these developments for students from the local area, in particular the provision of a higher education offer in Worthing as well as the improved offer at Brighton readily accessible to our local students;
- iii. agree to a loan of £5m to Greater Brighton Metropolitan College to facilitate the delivery of the scheme, funded by prudential borrowing, and providing an income to Worthing Borough Council of circa £100,000 per year;
- iv. agree to amend the capital programme accordingly, and increase the operational and authorised borrowing limits by £5m to accommodate the proposed borrowing;

- v. agree to amend the approved investments listing to include GBMet as an authorised investment;
- vi. approve the amendment of the Minimum Revenue Provision (MRP) Policy to enable a provision to be set aside in line with the repayments principal, in respect of loans to third parties funded by borrowing.

CALL IN

There is no call-in for recommendations to Council.

The meeting was declared closed by the Chairman at 9.17pm, having commenced at 6.30pm.

Chairman

JSC/24/19-20 Exclusion of the Press and Public

There was no exclusion made at the meeting.

JSC/25/19-20 Supporting further and higher education provision: Strategic loan to local education provider GBMet - Appendix

This annex was considered as part of item 17 – Supporting further and higher education provision: Strategic loan to local education provider GBMet

The meeting was declared closed by the Chairman at 7.00 pm, it having commenced at 6.30 pm

Chairman



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
9 July 2019
Agenda Item 5

Key Decision: No
Ward(s) Affected: All

Platforms for our Places Progress Report (January to June 2019)

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1. To provide Joint Strategic Committee an update on the Councils' progress in delivering the ambitions and commitments set out in *Platforms for our Places* for the period January to June 2019, and highlights certain areas of strategic importance.
- 1.2. The Councils continue to implement the commitments adopted in January 2018 (and refreshed in July 2018). 8% are now complete (blue), 67% of activities are on track (green) and 25% are at potential risk (amber).
- 1.3. The report provides the opportunity for JSC to report to both Full Councils and the Joint Overview and Scrutiny Committee on progress.

2. Recommendations

- 2.1. Note the progress made and challenges experienced in the implementation of *Platforms for our Places* over the period January to July 2019.
- 2.2. Request the final update in December 2019 concluding the *Platforms for our Places* programme.
- 2.3. Agree to refer this report to Joint Overview & 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 3 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 and Projects
Our Financial Economies	11	47
Our Social Economies	8	31
Stewarding our Natural Resources	7	21
Services and Solutions	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 Definition
Blue	Completed
Green	In progress: on track and on time
Amber	In progress: but delays anticipated or minor issues to be resolved (no apparent 'show stoppers' identified)
Red	Significant difficulties in implementation
Grey	Yet to start

Table 3.2 Status Indicators and definitions

3.5. All previous 6-monthly update reports to Joint Strategic Committee have also been considered by Joint Overview & Scrutiny Committee (JOSC). JOSC has commented in the past that the analysis by platform was helpful and asked for particular commentary on any “red” commitments.

4. Issues for consideration and update

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 Attachment also provides an overview of the current status of Platform Commitments in pie chart form. Table 4.1 provides a further breakdown of these activities and projects progress. 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	25 (53.2%)	16 (34%)	6 (12.8%)
Our Social Economies	18 (58.1%)	11 (35.5%)	2 (6.5%)
Stewarding our Natural Resources	17 (81%)	4 (19%)	0
Services and Solutions	14 (77.8%)	3 (16.7%)	1 (5.6%)
Leadership of our Places	25 (83.3%)	3 (10%)	2 (6.7%)
Total	99 (67.3%)	37 (25.2%)	11 (7.5%)

Table 4.1 Status of Commitments by Platforms

4.2. It is also perhaps worth remembering that these 140 or so commitments are not ‘everything we do’, far from it. 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 demand led areas where we have seen an increase in need, without a consequent increase in supply of resources either in terms of finance or assets (e.g. new housing).

4.3. It is not intended in this covering report to comment on each and every issue flagged in Attachment A. There are, however, certain strategic themes that can be drawn from the past 6 months that are probably worthy of drawing to the attention of the Committee. These are:-

4.4. Responding to our changing town centres

4.4.1. The changing nature of town centres has increased in national prominence over the past six months. The pressures faced by the retail sector in particular has created greater uncertainty over the traditional (retail led) role of our town centres. While our town centres remain vibrant commercial, social and cultural focal points for our communities, as previously reported to JSC, the Councils have sought to take proactive actions to support and convey confidence in our town centres.

4.4.2. Over the last 6 months this has included:-

- (a) Continuing to provide quality cultural experiences for our residents, with over 800 new memberships for our Worthing Theatres audiences (adding to the over 40,000 existing audience members)
- (b) Continued maintenance, design and development of our public realm,
- (c) Recognition for the Councils maintenance of Worthing Pier (named 2019 Pier of the Year) and management of Shoreham Farmers Markets (named the best Farmers Market in Sussex)
- (d) Working with partners across Worthing’s town centre to successfully gain purple flag status for our night-time economy (at first time of applying)

- (e) Delivering and supporting a vibrant calendar of events, including a new Street Food & Drink Festival in Worthing and the Southwick Spring Fair
- (f) Pursuing innovative approaches to providing employment spaces in our town centres, Colonnade House, has reached 100% tenancy occupancy and the completion of Focus House on the old Adur Civic car park site in Shoreham (on time and on budget).
- (g) Organising the Waves Ahead Conference - *Streets Ahead: pathways to thriving town centres* to engage partners across the commercial sectors on the future of Town Centres and to hear from Bill Grimsey (UK national expert on thriving town centres)

4.4.3. The Councils intend to continue to develop this critical work over the coming months:

- (a) Reaching milestones on key development sites providing employment and housing opportunities in our town centre, including Union Place, Adur Civic Centre Phase II and both the Teville Gate projects.
- (b) continuing to offer attractions that will draw people into our town centres such as the Worthing Observation Wheel and 'SpinOut' programme of outdoor cultural activities, and
- (c) Identifying distinctive propositions for our town centres and seek to position those appropriately for investment opportunities.

4.5. Digital place-making

- 4.5.1. Phase one of the Ultrafast Full Fibre rollout is almost complete, connecting all main council buildings with gigabit-capable optical fibre.
- 4.5.2. The contract for phase two has been agreed, which will connect a further 83 council assets across Adur and Worthing. These include CCTV, leisure facilities, and seafront and parks assets. Further projects are in development for delivery of widespread public WiFi and implementation of an internet of things (IoT network).

4.6. Housing (supply and demand)

- 4.6.1. As with previous reports the provision of housing remains a critical area of focus for the Councils.

Housing Supply

- 4.6.2. Adur District Council have received confirmation that the Secretary of State will not be calling in the decision to grant permission for 600 homes at New Monks Farm. Applications for the development of further sizable provision for housing are expected to be brought and/or determined shortly, include Teville Gate, West Sompting and Kingston Wharf.
- 4.6.3. The Councils are also overseeing 11 housing development sites and (ADC) received planning permission for development at Albion street and 17 units at Cecil Norris House, whilst (WBC) submitted an application for 15 units at Rowlands Road in Worthing. The first phase of Albion street, is about to go out to competitive tender, and will involve the delivery of 44 units of affordable social housing. A further two units of accommodation have been completed at North Lancing Road and will be available to let as social rented accommodation. In total a schedule of around 150 units is currently in our project pipeline across both Council areas.
- 4.6.4. Worthing Borough Council has worked with Boklok UK to agree a proposition for approximately 150 units at Fulbeck Avenue (and an overarching agreement to collaborate on delivering up to a further 500 homes on other sites).
- 4.6.5. Possible infill sites have been identified within Adur Homes which could be used for housing development. Plans for the first phase, which involves four sites are being drawn up.
- 4.6.6. Our housing team has supported improvements to the value of £2.24 million in 237 homes through the Disability Facilities Grant, whilst ensuring that private tenants are living in safe accommodation; (handling nearly 400 complaints, which have lead to 62 enforcement notices, 2 civil penalty notices and 2 prosecutions).

Housing demand - Homelessness

- 4.6.7. In the first three months of 2019 the Councils Housing Needs Team were contacted by 281 individuals or families seeking assistance as they were threatened with homelessness. In the same period 83 households homelessness was either prevented or relieved bringing the total number for homelessness prevented or relieved for Quarter 3 and Quarter 4 to 229.
- 4.6.8. We continue to pursue strategies to identify residents at risk of homelessness as early as possible. Over the past six months our focus has been on GPs as part of 'making homelessness everyone's business'. A training session has been delivered and GPs are looking at introducing prompts into their IT systems to flag up the triggers that could lead to homelessness. The Councils Housing and Wellbeing teams are also working closely to identify better synergies to increase good housing and wellbeing outcomes for residents.
- 4.6.9. The Councils are pursuing innovative strategies to provide stable housing to those experiencing homelessness. *Opening Doors* is a scheme that offers a package to private landlords to let properties to people we have a duty to house. A reduction in the supply of private rented accommodation (as risk/reward ratios have changed for landlords) can create real problems for people seeking private rented property. *Opening Doors* seeks to partially 'de-risk' renting by offering a free service to landlords that includes tenancy sign-up, guaranteed rent and assistance to evict if the tenancy fails. The *Opening Doors* pilot has seen 14 properties/landlords successfully trialed, with no bad debts accrued to date. It has also reduced the Councils' temporary accommodation costs by around £141,000. Our housing teams are now preparing for a full launch of the service. In addition property for temporary accommodation is being bought to reduce costs and increase locally available accommodation.
- 4.6.10. The Councils' efforts to support rough sleepers continues, between January and May more than 40 rough sleepers have been supported into accommodation. In winter 2017 there were an estimated 34 rough sleepers in Worthing and two in Adur, currently there are 12 rough sleepers in Worthing and none in Adur. The Councils and our partners efforts were boosted

recently by further Government funding, in addition to the Rough Sleeping Initiative, a Cold Weather Fund of up to £35,000 was made available to support rough sleepers excluded from other services. 27 rough sleepers were assisted, with only one case returning to rough sleeping (the others were reconnected to family, four to their EU country of origin, employment and private sector accommodation or provided short-term accommodation to give stability and access to longer term accommodation).

- 4.6.11. This winter there will be a second night shelter for our more complex rough sleepers and the team are working to try and ensure that no-one needs to rough sleeper this winter. Further Government funding is supporting work with partners across West Sussex, with a Rapid Rehousing pilot to support rough sleepers into accommodation. The pilot will be supported by trialing a 'Housing First' model with Turning Tides leasing a total of four properties from Worthing Homes, Saxon Weald and Adur Homes. The Rough Sleepers Team membership has increased and now includes Adult Social Care, WORTH, Pause and Drive Project improving our multidisciplinary approach further, our Rough Sleeper Coordinator is also improving links with our local hospitals, improving outcomes for our rough sleepers – the work being used as part of a current bid that is being formulated between all West Sussex Districts and Boroughs, West Sussex County Council, Clinical Commissioning Group, the NHS Sustainability and Transformation Partnership, Hospital Trust and our partners in the third sector to improve health outcomes for rough sleepers.

4.7. Environmental Sustainability, Stewarding our Natural Resources

- 4.7.1. Over the past six months we have stepped up our focus on response to a changing climate, and to responsible stewardship of our natural resources. The Councils have a good recent history of taking action, including the installation of solar panels on corporate buildings, reducing emissions in corporate travel, plastic waste reduction and the adoption of the 'SustainabilityAW' framework. The Councils have also signed the UK 100 Cities Network Pledge to work towards clean energy by 2050. And we are not complacent, more needs to be done.

- 4.7.2. The Councils have seen a reduction in our Carbon Dioxide emissions of 30% from a 2012-13 baseline (this reflects national carbon reduction in the energy sector and how the Council manages its energy contracts and energy projects). This includes the successful installation of a 20 kilowatt Solar PV system at the Shoreham Centre. The new system comprises of 72 Solar Panels and is expected to save about 11 tonnes of CO2 a year by producing 1,000 kilowatts of renewable energy.
- 4.7.3. In Waste and Recycling the move to alternate weekly collections is designed to enable and encourage our residents to think about the amount of waste produced and increase the amount of waste they recycled. The Councils are becoming a 'Plastic Free Council' and supporting initiatives like 'Plastic Free Worthing' and 'Refill Shoreham' and 'Refill Worthing'.
- 4.7.4. Elsewhere on this agenda the Councils are considering gearing up our response to Climate Change with a move towards carbon neutrality by 2030.

4.8. Supporting our ambitions

- 4.8.1. Our digital programme continues to make strong progress with new digital services receiving high customer satisfaction ratings and helping reduce demand in our contact centre. Financial savings continue to be made each year through the programme which was shortlisted for two national digital awards this year.
- 4.8.2. An improvement programme in financial services is progressing well, with a new financial management system launching in the autumn, alongside new budget management training, strategic procurement support through Orbis and ongoing development of the medium term financial strategy.
- 4.8.3. The '*Effortless*' customer services programme is well underway gathering in depth feedback directly from customers with a range of improvements planned including a new website, and expansion of customer contact channels such as live chat. A significant programme to transform the Revenues & Benefits

service is also well underway.

- 4.8.4. Adur & Worthing Councils are leading nationally on the development of a Service Design Apprenticeship, bringing together the Institute of Apprenticeships, Cabinet Office, HMRC, Department for Education, Cancer Research UK, London Borough of Hackney, University of the Arts London and others.
- 4.8.5. The HR policy review is well advanced, creating fewer, more accessible policies along with a very well received new Staff Handbook for new starters and all staff.

4.9. Positioning our Places for Prosperity

- 4.9.1. A degree of economic uncertainty has had an impact on appetites for inward investment across the UK. To date, and by careful management of relationships, Adur and Worthing appear to be retaining the interest of investors across sectors. If macro-economic indicators for the economy start to turn the wrong way this may become more difficult. It is essential, therefore, that the Councils continue to position themselves and their places as an attractive opportunity for investment and talent to come, set up business and put down roots.
- 4.9.2. Worthing Borough Council are looking to develop a form of place branding that can ignite interest from investors and attract people to work, live and play in the town. This work is underway (using small local agencies) and complements the need to continue to develop the Discover Worthing brand to its fullest potential.
- 4.9.3. As Government and private sector capital investment is squeezed it is ever more important that we promote our places on national and regional agendas. The Councils continue to be actively involved in the development by the Coast to Capital LEP of the Local Industrial Strategy seeking to ensure it picks up the needs of our places. The Councils are also likely to become more active players in the Greater Brighton Economic Board ensuring that investment in our City Region meets the needs of all of that large (and growing) region and that Adur and Worthing play their part and receive an appropriate share of dividend.

4.10. **Looking to the future**

4.10.1. This is the penultimate 6 monthly report against the *Platforms for our Places* programme of activities. The programme as currently framed will conclude at the end of December 2019 and work will shortly begin on identifying themes, priorities and activities to guide our strategic direction over the period 2020-2023.

5. Engagement and Communication

5.1. As outlined in the progress report (Attachment A) engagement with our communities and partners is critical to conveying and realising our objectives and delivering the individual activities and projects outlined in *Platforms for our Places*. It remains an important area of focus for officers in the final six months of implementation.

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 2020/21 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 and 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 \(July to December 2018\)](#) - 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 - 11 July 2017 (Item 5)
- ["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 5 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.

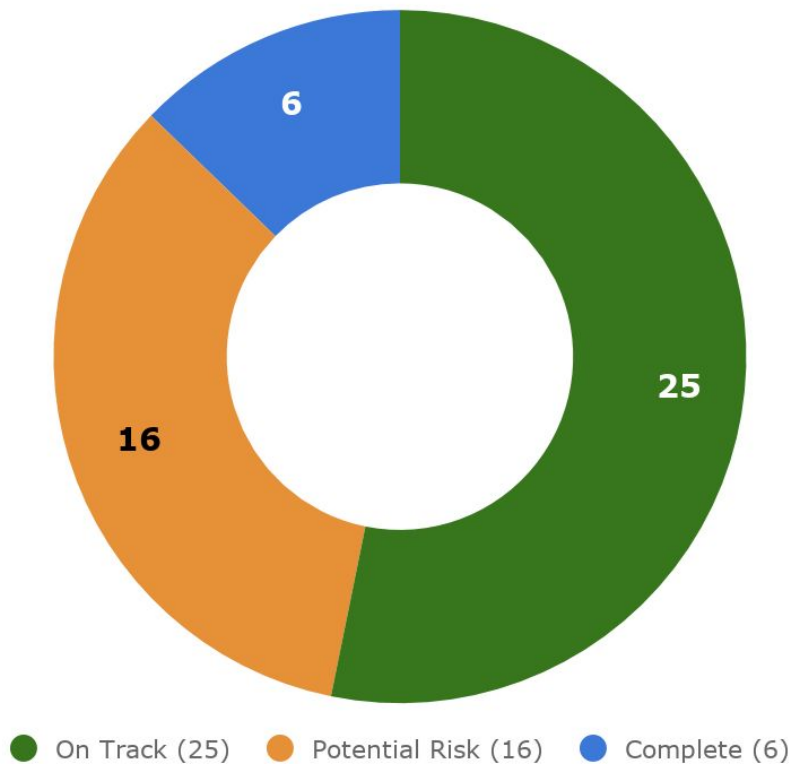
3. Environmental

- 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 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 have been a series of important steps forward on commitments to develop our Financial Economies during the past six months, as we seek to support the development of our creative and digital sectors, respond to the changing nature of our town centres, strengthen our relationship with local business and continue to see progress on major site.

We are seeking new ways to support our growing creative and digital sectors, including moving to the next stage with proposals for Colonnade House to underpin its future as a creative and digital hub, along with the significant expansion of the ultrafast fibre network to an additional 83 council sites including town centre, secondary shopping areas, seafront and park locations.

Over the last six months the health of retailing on our high streets has become of great concern across the country. We are exploring new and imaginative ways of addressing this challenge in partnership with those who wish to invest in our town centres and on the seafront.

To realise our local economies potential we are having a sharper series of conversations with the Adur & Worthing Business Partnership having focused on Brexit and Sustainability. This, together with active engagement with the Worthing & Adur Chamber of Commerce, means a coordinated approach to deliver a series of important events to support our local economies.

We have seen significant progress on our major projects sites. We received two planning applications for the former Teville Gate site, one of which has already been determined. The Secretary of State chose not to call-in the New Monks Farm and Shoreham Airport planning applications and work is underway to finalise the planning approvals for both schemes. The new office development 'Focus House' has been completed on time and on budget on the site of the former Adur Civic Centre car park, and we now look forward to the development of the main Adur Civic site.

Platform Highlights : last six months

1. **Our Creative Economy:** Worthing Borough Council has agreed to establish an independent Cultural Trust to develop and manage the town's cultural assets. The aim is to take the development of Worthing's cultural offer to the next level. Meanwhile the cultural hub at Colonnade House continues to see 100 per cent occupancy and full gallery booking until March 2020.
2. **Digital infrastructure:** Adur & Worthing are clear leaders in the south east for ultrafast full fibre, with a major extension to the council fibre network now agreed, connecting an additional 83 council sites over the next 2-3 years including in our town centre, seafront, and parks.
3. **Recognition for local attractions:** Worthing Pier has been voted Pier of the Year 2019 by the National Pier Society, while Shoreham Farmers Market has been recognised as the best Farmers Markets in Sussex at the Sussex Food and Drink Awards.
4. **Focus House, Shoreham:** Adur District Council has completed the £9.8 million construction of Focus House on the Adur Civic Centre car park site has been completed ahead of time and within budget. The project will ensure the retention of 250 jobs in the area while allowing it to continue to grow - with hopes of a further 150 to 200 jobs created in the first 18 months of occupation.
5. **Specialist HMRC site at Teville Gate:** 70,000 sq ft office development approved by Planning Committee in June. The new five storey development is set to replace the existing building currently on the site and could accommodate around 900 full time equivalent employees by March 2021. Worthing will be one of five specialist sites located across the UK.
6. **Taxi Regulation:** We have updated and relaunched our new Taxi Handbooks for Adur and Worthing and continued to work closely with the licensed trade around safeguarding and wellbeing, promoting Wellbeing Checks at the Taxi Forums to improve Drivers wellbeing

OUR FINANCIAL ECONOMIES



and securing the introduction of CCTV in vehicles as part of our efforts to ensure effective safeguarding.

Challenges

1. **Thriving town centres:** We will need to respond to the challenges facing the retail sector in our **town centres**. A series of coordinating interventions will help to ensure that an evolving town centre is well equipped to offer a higher quality experience for residents and visitors. This will include our public realm; improving our car parks and supporting a year round programme of events and activities.
2. **Delivering our Economic Strategy:** A greater understanding of the local skills landscape is needed and the constructive role the Councils' can play. Also further thinking is required on how our ambitions to develop Advanced Manufacturing and Engineering in Adur is realised.

Future Focuses

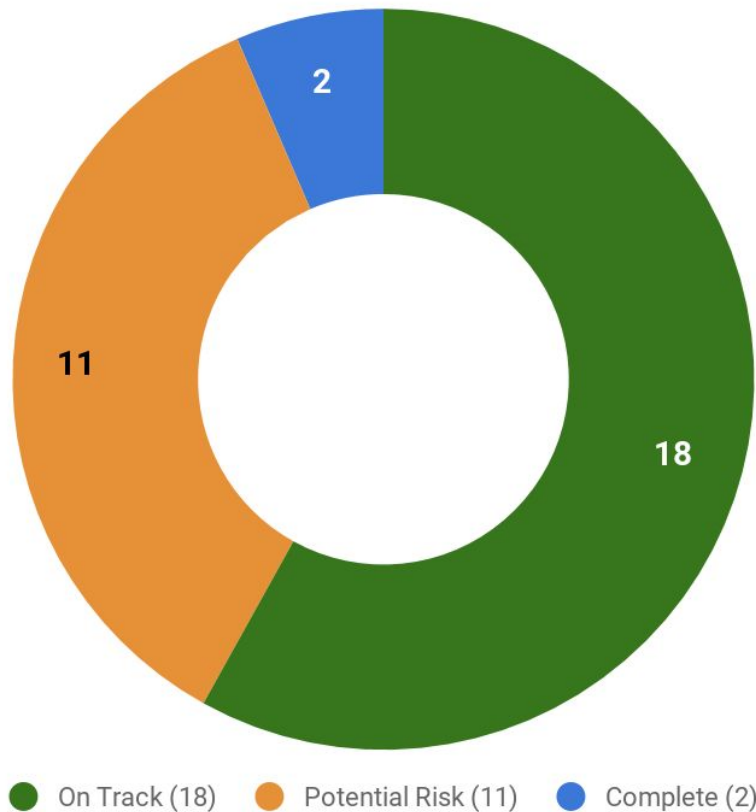
1. **Major Projects:**
 - a. WBC is working in partnership with West Sussex County Council and both '**Teville Gate**' developers to transform Railway Approach and deliver a high quality public realm that welcomes visitors to the town;

- b. Progress continues to be made on the **Bayside development** on the site of the former Aquarena;
- c. Work commenced on a seasonal giant **observation wheel** for Worthing seafront;
- d. Procurement of a development partner for **Decoy Farm** has commenced.
- e. Our partnership with London & Continental railways has seen a scheme for **Union Place** move into the design stage;
- f. we have successfully marketed the **Adur Civic Centre main site**, and look forward to progressing its development.

2. **Activating Digital Infrastructure:** The installation of gigabit provides our places with a new digital capability. The next period will see how this capability can impact our place, including businesses and the place making agenda. This includes examining the role of digital infrastructure in the changing nature of our town centres and data to inform economic and town centre development.

3. **Responding to the changing nature of our town centres:** Looking at what strategic inputs are required to respond to the changing nature of our town centre. The Councils will continue to pursue other initiatives to help enhance the town centre experience including events, markets, the Worthing Observation Wheel and public realm development.

Commitment Tracker



Overview : last six months

The Councils continue to take steps to support our communities when they are most vulnerable, and finding innovative approaches to reduce risk of poor health and housing outcomes.

We have received national recognition for our social prescribing programme - 'Going Local'. We are also expecting another milestone being reached on the development of the Worthing Health Hub (another example of the Councils' working in collaboration with health partners).

We have also seen significant progress being made in our efforts to provide housing and supporting those who are experiencing homelessness. We are seeing real results from our proactive approach to support those Rough Sleeping. The Councils are overseeing 11 housing development projects, in particular Albion Street, Cecil Norris House and Fulbeck Avenue developments are designed to provide new social and affordable housing solutions to our communities. Worthing Borough Council's formative partnership with BokLok to deliver a model for new homes at Fulbeck has attracted significant national and international attention and work will now begin on designing this important new scheme.

Platform Highlights : last six months

1. **'Going Local', goes national:** 'Going Local', the Councils Social prescribing programme has been shortlisted in the Public Health Category of the MJ Local Government Awards. Between November 2018 and February 2019 the programme has undertaken 1,277 referrals, averaging 47 per month. The Councils have reinvested in the housing support worker for "Going Local" for a second year.
2. **Thrive and loneliness:** As part of our Health and Wellbeing agenda, we have been convening work focusing on some important agendas for our communities, including the way in which we think about and tackle loneliness. We have been convening a number of service design sessions with partners - including our Director for Public Health- over the last nine months around a Thrive agenda, to designing new and more creative ways in which communities can be better connected in places and through intergenerational approaches. The next steps are now taking shape to turn this work into actionable priorities
3. **Our communities remember:** Following a number of years working with the families Adur District Council unveiled the Shoreham Memorial on the banks of the Adur River. The memorial honours the 11 men who lost their lives at the Shoreham Airport tragedy. News of this touching memorial was shared by national, regional and local news outlets.
4. **Investing in our Bereavement Services:** Worthing Borough Council work commenced on the £750,000 investment into the extension of Durrington Cemetery. This will ensure that Durrington Cemetery will continue to provide burial options to our community for the next 30-35 years by providing 2,000 burial spaces and 1,200 ash plots. This work compliments the refurbishment of facilities at Worthing Crematorium.
5. **Action on rough sleeping:** The Councils' efforts to support those rough sleeping was recently boosted by Government funding. 27 rough sleepers were assisted, with only one person returning to rough sleeping (the others were reconnected to family, employment and private sector accommodation or provided short-term accommodation to give stability and access to longer term accommodation). Further Government funding is supporting work with partners across West Sussex to support rough sleepers into accommodation, including trialing a 'Housing First' model with Worthing Homes and Turning Tides. The important work of our teams and partners were also shared through a rough sleeping action week which reach 38,000 people across the Councils' social media platforms.

- 6. Building Homes:** The Councils are also overseeing 11 housing development sites and received planning permission for 50 units at Albion Street and 17 units at Cecil Norris House (Adur), and submitted an application for 15 units at Rowlands Road (Worthing). A total of 150 units is currently in our project pipeline. The first phase of Albion Street is about to go out to competitive tender will involve the delivery of 44 units of affordable social housing. A further two units of accommodation have been completed at North Lancing Road, and will be available to let as social rented accommodation. Worthing Borough Council has worked with Boklok UK to agree a plan for approximately 150 units at Fulbeck Avenue, and an overarching agreement to collaborate on delivering a further potential 500 homes.
- 7. Hidden Home:** Possible infill sites have been identified within Adur Homes which could be used for housing development. Plans for the first phase, which involves four sites is being drawn up.
- 8. “Opening Doors”:** The Councils are developing strategies to provide stable housing to those experiencing homelessness. “Opening Doors” is a scheme that offers a de-risking package to private landlords to let properties to people who are in temporary accommodation. The scheme offers a free service to landlords that includes tenancy sign-up, guaranteed rent and assistance to evict if the tenancy fails. The Opening Doors pilot has seen 14

properties/landlords successfully trialed, with no bad debts accrued to date. It has also reduced the Councils’ temporary accommodation costs by around £141,000. Our housing teams are now preparing for a full launch of the service.

Challenges

- 1. Addressing anti-social behaviour** - The Councils long standing programme of work with partners continues. However Anti-Social Behaviours issues in our town centre and surrounding parks and spaces have become more apparent over the early summer months. Work has been focused on developing our approach to dealing appropriately with these issues whilst continuing a good level of assertive outreach support. This has been challenging due to the complex needs of some individuals and the length and duration of the legal work needed to address behaviours. We have retained a strong focus on support needs alongside this.

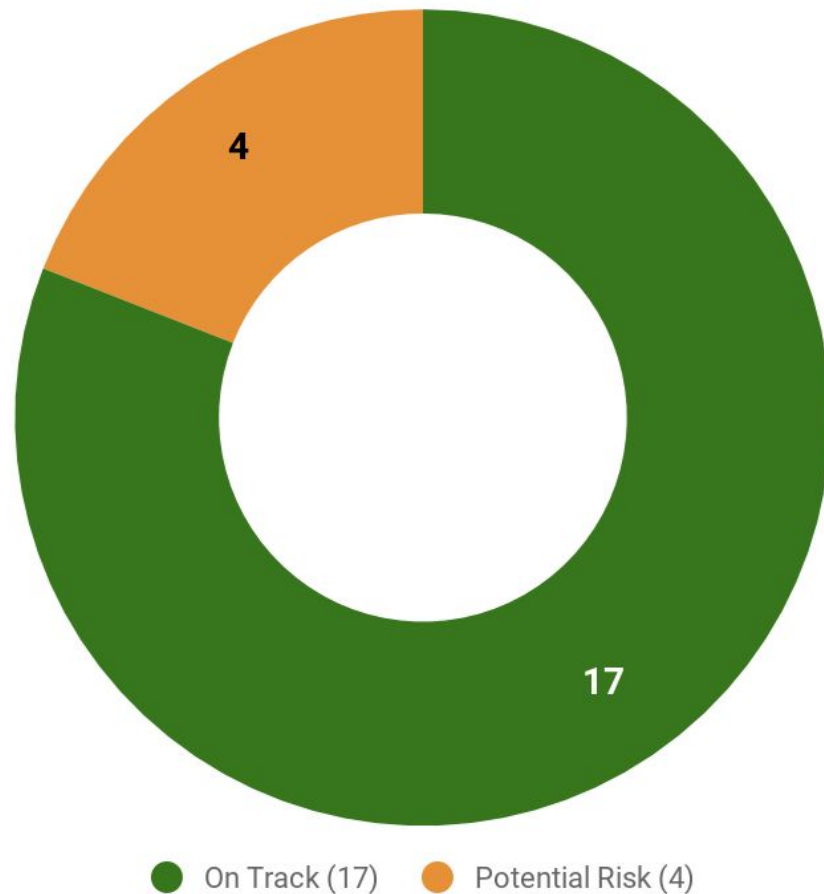
Future Focus

- 1. Working on homelessness prevention:** A Temporary and Emergency Accommodation Strategy Working Group has been set up to develop formal strategy building upon the prevention work already started. This prevention work is focusing on bringing down the numbers requiring this support, reducing average nightly cost, continuing to monitor and increase the supply of affordable

accommodation, and supporting moves on into permanent accommodation.

2. **Reviewing our strategic approach to housing:** Given the emerging challenges and changing landscape around Housing the Councils will be reviewing a range of current housing policies, including our overarching housing strategy and housing allocation policy.
3. **Building continues:** Significant milestones should be achieved on Worthing Health Hub development along with Albion Street and Cecil Norris House contracts which should be proceeding well over the next six months.
4. **Working better together:** The Councils' Wellbeing and Housing team are undertaking design work to further our approach to address the underlying and interrelated preventative issues that contribute to poor health outcomes and people being at risk of homelessness.

Commitment Tracker



Overview : last six months

Real progress has been made. As Councils we have seen our carbon emission reduced by 30%, with plans for further reductions underway. We have also been working with our communities and businesses to reduce their carbon emissions through the LEAP energy saving scheme and promoting the easitADUR&WORTHING transport initiative. The Councils are continuing the work of turning ideas about our future cycling and walking infrastructure needs into strategies and policies ready for investment.

On waste, the Councils have made a commitment to become 'Plastic Free Councils' and continue to support community efforts to reduce plastic waste. Preparations are underway to move to alternative weekly waste collections and promote behavioural changes that encourage our residents to reduce the waste they produce and increase their recycling.

Platform Highlights : last six months

- I. Environmentally engaged communities:** The Councils continue to grow the number of volunteer activities taking place in our parks, open spaces and foreshore. Over forty active green space groups are working in partnership with our parks team. We have an increased number of volunteer clean ups on our foreshore and in our parks.

2. **Award-winning stewardship:** Worthing has retained the Seaside Award for our successful stewardship of Worthing foreshore. The Councils have applied for seven green flag awards, the national standard of excellence for Parks. Looking to increase our number from five obtained last year.
 3. **Preserving Stern's Legacy:** Worthing Borough Council was awarded £800,000 by the Heritage Lottery Fund. The planned programme of restoration works would improve the visitor experience, preserve the national chalk plant collection and celebrate the Stern legacy at Highdown Gardens.
 4. **Adur Tidal Walls:** The Environment Agency have formally completed work on the Adur Tidal Walls project – an event marked at a ceremony in March 2019. This project reduces the risk of flooding in Shoreham.
 5. **Reducing our Carbon Footprint:** The Councils have successfully reduced their carbon emissions by 30% (based on 2012-13 levels). This reduction is expected to continue with successful installation of a 20kw Solar PV System at the Shoreham Centre. The new system comprises 72 Solar Panels and is expected to save about 11 tonnes of CO₂ a year by producing 1,000 KW of renewable energy. We have reviewed our corporate vehicle fleet in our journey to operating an ultra low emission fleet, further work is also being undertaken to address the contribution of Council business travel. This work demonstrates the Councils' commitment to our "UK 100 cities" network pledge to work towards clean energy by 2050.
 6. **LEAP into energy saving:** LEAP (the energy and money saving advice service) has in the 6 months exceeded targets and provided considerable benefits to our local communities:
 - a. 121 households have benefited by £235,747 through LEAP
 - b. 1011 energy saving measures have been installed;
 - c. 508 tonnes of carbon emissions will be saved (over 10 years);
 - d. 33 residents had received a total of £99,000 additional income per year through benefit entitlement being identified;
 - e. a total of £2,782 has been saved through energy switching
 - f. 182 referrals have been made to LEAP in Adur & Worthing, easily exceeding referrals achieved by other West Sussex authorities involved in LEAP (Horsham 55, Mid Sussex 55, Crawley 118).
 7. **A sustainable commute:** The Councils adopted a Staff Travel Action Plan, working with Sustrans, to promote more sustainable transport options for staff commutes and business travel.
- In March easitADUR&WORTHING was launched, within one month it achieved its target of 5,000 staff signed up across all the employers in Adur and Worthing. A large number of businesses have signed up, including: Mosaic Online Systems Ltd; Sussex Partnership NHS

Foundation Trust; Worthing Hospital (Western Sussex Hospitals NHS Foundation Trust); Pier 2 Pier Care Services Limited; The Proto Restaurant Group; AIG; Equiniti; Kreston Reeves; GSK etc.

- 8. Plastic Free Councils** - The Councils supported a commitment to becoming Plastic Free Councils. A working group is now overseeing initiatives (including single use plastics and waste audits) and drafting a Plastics Strategy. The Councils are also supporting Refill Worthing and Refill Shoreham.
- 9. 'Beauty and the Beach'** - On Saturday 11th May we celebrated the 'Beauty of Worthing Beach' event with our partners in Southern Water. This event was part of our broader work with Southern Water to improve bathing water quality in Worthing.

Challenges

- 1. Local Cycling & Walking Plan (LCWIP):** We are at draft plan stage and now in a difficult period of aligning and cementing into policy, strategy and activity.

The first draft of our LCWIP will need to be developed to achieve a robust document against which we can apply for finance for building infrastructure, and adopt strong planning policy. We've been the first West Sussex District and Borough Council to draft an LCWIP and have perhaps been the "WS guinea pig".

- 2. Mitigating Shoreham's Flood Risk** - Planning permission granted for a flood defense wall at Sussex Yacht Club and agreement reached with the club for the purchase of the land. There remain challenges in identifying funding to support the construction of this infrastructure, with Adur District Council taking on the financial risk in the interest of our community.

Future Focuses

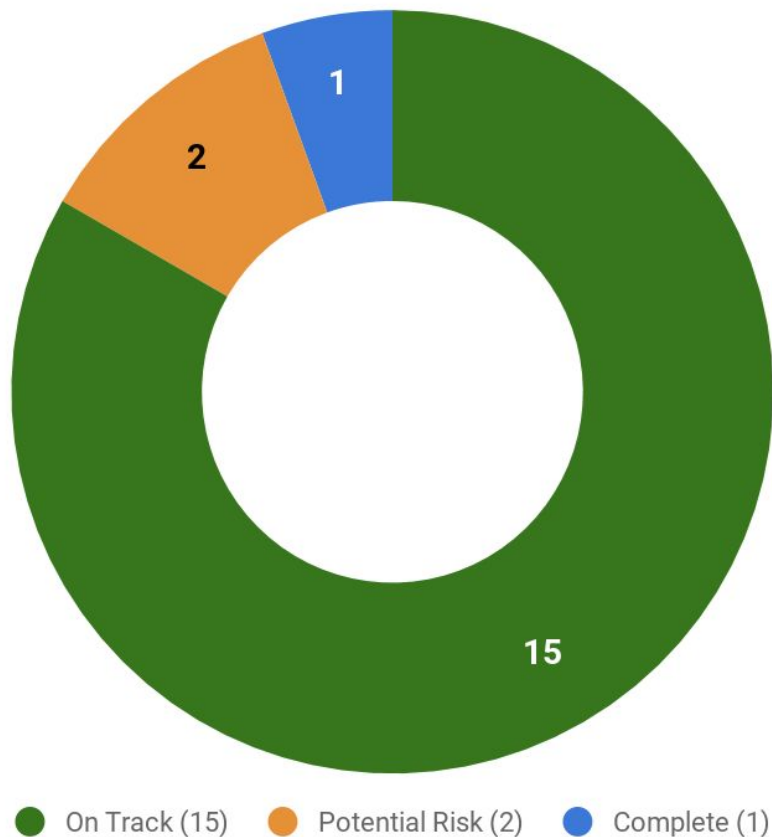
- 1. Changing waste habits:** The Councils will continue to make preparations for the adoption of alternate weekly waste collections from September 2019 to all residential properties (excluding houses of multiple occupancies). 80,000 people were reached on the waste review campaign in three weeks, and our Communications team will continue to keep our residents fully informed about the service change and promote waste recycling and minimisation behaviours.

We have organised revised routes and keep our staff engaged through this period of change, and will be building in short term contingencies to cope with anticipated increased public demand for information.

2. Energy and Carbon Reduction - Procure and commission a Carbon Reduction Plan. This will cover two main areas:

- a. establishing a baseline date against which to measure our progress and a carbon reporting methodology;
- b. identifying a pathway for the council to achieve the adopted carbon reduction targets whether neutral carbon by 2030 or 2050; creating a prioritised list of cost effective energy interventions (such as LED installation, boiler replacement, solar PV installation);

Commitment Tracker



Overview : last six months

An important part of our financial strategy has been commercialising aspects of our services to generate revenues for the Councils. Our Environmental Services have finished the branding and marketing development of our trade waste services. Our Communications services are also pursuing opportunities to tell stories about our places. These commercial approaches will also improve the quality of services delivered to residents and support the delivery of service more broadly across the Councils.

A critical element to our financial strategy has been our digital programme. The Councils innovations with waste services and housing repairs have recently received national recognition, and are just two projects in a wider programme of nearly fifty digital innovations implemented or underway.

Platform Highlights : last six months

- Our digital programme:** The Councils were shortlisted in the Digital Transformation category for MJ Local Government Awards in recognition of our low code development approach and the sophisticated products developed on the MATS platform for Environmental Services and Adur Repairs. The Digital Programme now has four active programmes and 49 projects, with a further four projects identified. The Councils were also shortlisted for Digital Council of the Year (Digital Leaders 100 awards)

and awarded Regional Digital Champion award 2019/20 (Digital Leaders 100 awards).

2. **Designing new solutions:** The Councils were selected as one of eight areas to work nationally with the Design Council and LGA on a design in the public sector challenge. Bringing together others partners from across different sectors, we have been using design thinking to focus on how we might develop the work and skills approach for those that are in our temporary accommodation in much more imaginative ways. The implementation of this work is being developed and co-led by our across the Communities and Economy Directorates.
3. **“Effortless”: Customer Service-** We have launched the “Effortless” programme, which aims to improve the customer experience across the councils. Key achievements to date include: customer service health checks completed with key heads of service, in-depth customer interviews completed with 36 customers, prototype design for a corporate customer service dashboard in place, improving functionality of our Salesforce (CRM) and starting work to renew webpages for four services.
4. **Telling our stories:** There is continued growth of our audiences across the Councils social and traditional platforms
 - a. Facebook monthly reach - 106,000
 - b. Twitter followers - 8,000 (up 5% in the last six months)
 - c. More than 50 front pages in local and regional media
 - d. Regular features on BBC South, ITV Meridian and BBC Sussex radio
 - e. #OurStoriesYourCouncils - 95,000 reach in four months from six council bloggers from across areas as diverse as planning to wellbeing and foreshore to digital.
5. **Our commercial ambitions:** Environmental Services has finished the branding and marketing development of our commercial waste trading arms to enable our trading services to operate under a strong, trusted and vibrant brand to increase and maintain our commercial trading opportunities.
6. **Reviewing our HR Policy:** The HR policy review is well advanced, creating fewer, more accessible policies along with a very well received new Staff Handbook for new starters and all staff which was co-produced by staff across the organisation.

Challenges

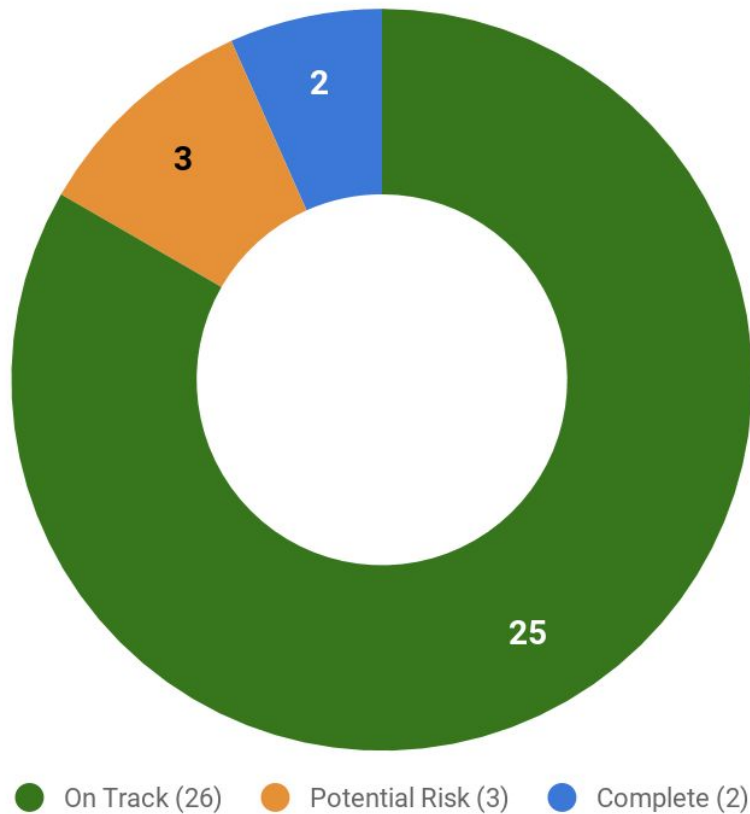
- 1. Medium Term Financial Strategy:** With significant additional pressures on the councils' finances, and uncertainty in relation to the timing of the Fairer Funding Review, these are difficult times for the budget. However, a strong strategic programme is in place with a coaching support model for senior leaders to help develop options in addition to the successful strands already in place.
- 2. Management and Pricing of Councils' Assets:** Further consideration is required in managing and marketing the Councils efforts to activate our public spaces. Seafront space planning continues to be critical, and a challenge. The Worthing seafront is starting to see significant change, for example, the forthcoming Worthing Observation Wheel, new restaurants, therefore we continue to plan the 'movements' effectively to ensure minimal disruption (to the public, concession holders, event organisers etc.) We also need to identify sustainable commercial arrangements with concession holders and events, balancing market value with policy objectives in developing a sustainable model.

Future Focuses

- 1. Workforce strategy:** We will develop a workforce strategy over the next 6-12 months which will assess workforce demographics, recruitment and retention patterns, and the development of modern skills for the 21st century, such as commercial, service design and digital. Adur & Worthing are leading nationally on the development of a Service Design apprenticeship which is expected to be established to support the development of the profession across public, private and third sectors.
- 2. Strengthening our Capital Programme:** A new supplier framework will be developed for maintenance & inspections to improve proactive maintenance and compliance across our asset base, while delivering better value for money. The capital programmes for Adur Homes and the corporate estate are also being strengthened under new leadership and use of stronger project management methods.
- 3. Building up SameRoom service design capability:** with learning and development opportunities for a wide range of staff, and exploring the creation of a freelance network to provide skilled capacity when needed, which could develop into a commercial service offer.

- 4. Using data in prevention:** Use of data to provide an early indication of residents getting into financial difficulty and helping us work more proactively and preventatively.

Commitment Tracker



Overview : last six months

The Councils continue to develop and maximise our relationships with a wide variety of leaders of our places, in particular how we position our places into the future, develop our local economies and foster environmental sustainability. Despite economic uncertainty the Councils continue to engage with our strategic partners, and seek to position our places to attract people to work, live, invest and visit.

Platform Highlights : last six months

- 1. Developing Worthing's identity:** Worthing has been presented in a positive light with an appearance on BBC's The One Show, and as a film location for cinema, TV and music videos over the past 6 months.
- 2. Elections:** Mobilising 720 staff to successfully conduct the Worthing Borough Council and European Parliamentary Elections. 85,000 ballots were counted over the two elections, with over 35% of registered voters participating in both elections.
- 3. Leaders in Sustainability:** Collaboration with partners on engagement events:
 - a. "Sustainable Business Partnership Breakfast" hosted at Gordon Room. (Attended by 30 businesses)
 - b. "Refill Shoreham", Ropetackle Arts. Attended by over 100 local residents, groups and businesses

- c. “Plastic Free Worthing”, hosted at Gordon Room. (Attended by over 150 local residents, groups and businesses).
- d. Collaborated with Southern Water on a water efficiency campaign to local residents focusing on wards suffering high levels of deprivation: Central; Heene; Eastbrook; Southwick Green.
- e. ‘Beauty of the Beach’ day of action with Southern Water and Environment Agency - 5,000 people were reached with messages around improving bathing water quality in Worthing

4. Worthing’s Night Economy: The Council led a partnership that achieved the Purple Flag accreditation for Worthing, at the first time of asking (only 15% of applicants manage this first time around). This award recognises quality aspects of the evening and night time economy.

5. Facilitating place-based conversations: Council officers supported the delivery of a high quality and professional Waves Ahead Conference, centred on the future of our high streets. A number of positive comments about the event have been received, including setup, style, delivery and overall experience.

There is recognition that town centre partners need to work together, demonstrating real partnership working and added value (especially when looking at the town centre developments - in the broadest sense).

- 6. Preparing for EU Exit:** Developing the Councils response to EU Exit, in particular engaging with strategic partners to identify areas where the Councils could provide the support our businesses and our communities may need to manage the changes resulting from Brexit.

Challenges

- I. Future of our High Streets:** The Councils have made great efforts to start a conversation with our communities on the future of our town centres, however there is a need to better understand how the economy and places are performing. We’re currently investigating how we obtain, and then sustain, a dataset that aids service planning (e.g. town centre statistics, beyond TCI).

The Councils are also looking at a range of options to support the development of our town centres, including internal coordination of Council services, developing an external town centres commission.

2. Reputation Management: At a local level we need to continue to proactively engage with partners around the management of our town centres to avoid reputation damage. At a macro level the Councils, with partners, need to consider actions to address the challenges and opportunities to attract inward investment in the current and future economic climate and how we promote our places to visitors and inward investors.

Future Focuses

- 1. Place-based learning & development:** Launch of Adur & Worthing Learning & Development/Organisational Development network to encourage greater partnership working and more place-based interventions (for example, a place-based mentoring programme)
- 2. Developing our relationships with Business:** AWBP (Adur & Worthing Business Partnership) is continuing to develop, with a revised Action Plan in place. The AWBP delivery model has been flipped in the last period with the Partnership meeting turning into a Strategic Conversation, meaning more businesses can attend, and the Board having a refined focus.

We will expand our business network, including through the AWBP (Adur & Worthing Business Partnership), to allow new partnerships to

be created allowing topic areas to grow the business engagement and interest.

- 3. Our future strategic direction:** *As Platforms for our Places* concludes we are looking at what priorities should be included to help support the development of our communities and our places for the next 3 years.

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