



Adur Joint Strategic Sub-Committee
27 September 2023

ADUR DISTRICT COUNCIL

Key Decision No

Ward(s) Affected:
Cabinet Portfolio:

Strategic Priorities for Adur District Council: 2022/3 Progress Update Report and New Priorities for 2023/24.

Report by the Chief Executive Officer

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Executive Summary

1. Purpose

1.1. At the 29th of September 2022 Adur Joint Strategic Sub-Committee the Adur Cabinet set out a new set of priorities for the Council to achieve its vision, deliver change and further improve the lives of all who live and work in Adur. This report describes the work started and the strong progress made in delivering these actions and ambitions.

1.2. The report also sets out Adur Council's Priorities for 2023/24.

2. Recommendations

That Members of the Joint Strategic Sub-Committee are asked to:

2.1. Review and note the progress made by Adur District Council in delivering its ambitions and priorities in 2022/23.

- 2.2. Review and agree the strategic priorities for 2023/24.
- 2.3. For Officers to use these priorities to shape and develop plans for 24/25 for review later in the year.

3. Context

- 3.1. At the September 2022 Adur Joint Strategic Sub-Committee meeting the Adur Cabinet agreed a new set of priorities for the Council around the theme of community resilience, economic development, housing and sustainability.
- 3.2. In identifying and agreeing these priorities the Cabinet worked with officers to develop the necessary plans and identify resources to support the required delivery. Where plans involve a shared service, the District has worked in partnership with Worthing Borough Council as appropriate, through the Partnership Agreement and the associated corporate plan called 'Our Plan'.
- 3.3. Strong progress has been made in the past year despite the significant pressures placed on the Council through inflation and increases in the cost of living. The Council has incrementally reviewed progress through the year and updated its priorities to reflect this learning.
- 3.4. This report also sets out the Council's priorities for 2023/24, building on the work undertaken in 2022/23 as described above.
- 3.5. The Council priorities of particular focus in 2023/24 include:
 - Continuing to lead an ambitious climate programme, focused on protecting and enhancing biodiversity and reducing the Council's contribution to climate change.
 - Ensuring our places are clean, safe and fit for intended purpose
 - Preventing homelessness and building new affordable homes to reduce homelessness.
 - Improving Adur Homes so that our housing stock meets decent homes standards and we involve residents in this programme.
 - Making sure new development benefits the whole community and ensuring that residents are not adversely impacted and that local infrastructure is improved.

- Collaborating with local community partners to work more locally in neighbourhoods, starting with Fishersgate and Lancing.
- Supporting the improved wellbeing for our residents, helping them to thrive and be more resilient in the face of challenges such as the rising cost of living.
- Developing a strategic focus on young people across Adur, focusing on increasing young people's voice, inclusion and participation in the work of the Council.

4. Adur District Council: Our Place Based Approach

Our Places

Over the last year we have continued to develop our place based approach and work with our communities. We continue to develop the story of Adur, as a story of smaller and unique places that are acting as centres of regeneration and development. Going forward the council wishes to strengthen this approach, ensuring our places are better networked and connected together so that the whole is greater than the sum of the parts.

In working with Members, communities, businesses and partners we will work to agree priorities and develop roadmaps for each place and critically the connections between them. Our progress in our places is as follows:

- 4.1. For **Shoreham** the priority is about making sure development of the Western Harbour Arm is able to both meet the housing needs of the area and deliver real benefits of the regeneration activity to local communities with the right infrastructure in place. Ongoing support for the market, the visitor economy and the highstreet is another area of priority. The Council has established a review of the Western Harbour Arm and a separate report will be discussed in October 2023 that outlines more targeted work.
- 4.2. For **Southwick**, this is a story of a bustling town where our priority is about investing in the town centre, realising the benefit of some of the work ongoing in Southwick Square and starting to draw in the regeneration of the Southwick Estate, a major piece of regeneration in Adur. Public Realm improvements at Southwick Square are due to complete in October 2023.
- 4.3. **Sompting** and **Lancing** are in many ways an untapped jewel in the crown of Adur. The council is keen to explore how improvements could be made to better link the station to the sea. As the focus of the Levelling Up bid for

Adur, Lancing is a place where there is considerable opportunity to develop cultural and economic capital. The approach being taken will seek to ensure everybody in Lancing sees the benefits of what more economic activity could mean in terms of a bustling high street, thriving village centre and market, improved public realm and increased connectivity with a growing Lancing Business Park. The development of New Monks Farm and the new country park provides another opportunity to create opportunities for Lancing and the surrounding area.

- 4.4.** For **Fishersgate** the key areas of focus have been supporting the development of a ‘civic campus’ around Eastbrook Manor which has real potential to become a community hub, with a focus on wellbeing, housing, young people, links into the local economy and employment, the site is strategically well placed in it’s location. The Council holds the current management of the manor, whilst we take time to assess how the site can provide the greatest potential to the Community. An example of this is the Youth Investment Fund application being made which has progressed to stage 2. Additionally, work is being undertaken to ensure residents of Fishersgate are able to benefit from the growth and energy of Shoreham Port which is just on its doorstep.
- 4.5.** We have been undertaking much of this work through a number of place-based partners, including the Port, Airport, Traders Associations, key businesses, Lancing BID (Industrial Site) and finally West Sussex County Council under the ‘**Adur Growth Deal**’. The Growth Deal is an ambitious partnership programme of regeneration designed to attract investment and combine resources with the county and others to deliver local economic growth, enabling the development of new homes and creating employment opportunities and community facilities. We anticipate finalising and agreeing the Growth Deal in 2023/24.
- 4.6.** **Adur’s Local Plan**, adopted in 2017, forms a key overarching framework for the development and implementation of transport, housing and regeneration projects in the Local Plan area. As the Council looks to update that plan work is being undertaken to develop the evidence base (a Strategic Flood Risk Assessment, transport study, and air quality study are underway. We are in the process of commissioning employment and retail studies, and others such as an updated Strategic Housing Market Assessment will follow). We are in the process of developing a participation strategy for the Local Plan update. A ‘Local Development Scheme (3 year timetable) has been taken to the Adur Planning Committee and the results are now published.

- 4.7. In addition, the Council will take this opportunity for further engagement with residents with regard to the **Western Harbour Arm** development (see below), ensuring infrastructure implications are fully understood and residents can fully benefit from the regeneration activity. A review and analysis of permissions granted to date, setting out what has been granted permission so far; what infrastructure has been secured (including the role of s106 agreements), and any differences from adopted policy, including sustainability policies, in the Adur Local Plan 2017 has been undertaken. (See 'Permissions to Date' document). A range of infrastructure 'topic papers' will also be published soon. Further work on the Western Harbour Arm will be commissioned shortly to undertake a 'place-making' approach to looking at the remaining sites at Western Harbour Arm which have not yet come forward for development. This design-based work will look at issues including building heights in relation to existing and proposed developments in the vicinity, taking into consideration the townscape of Shoreham and Southwick, and how design approaches can be used to create a sense of identity and place. This will include assessment of alternative options (such as greater amounts of open space, different mixes of homes such as townhouses and flats). Outputs from this study will inform the Local Plan update.
- 4.8. For both the Western Harbour Arm and Local Plan, conversations with infrastructure providers have commenced and will continue throughout the Local Plan process to develop an 'Infrastructure Delivery Plan' to set out how the infrastructure needs arising from the Local Plan will be addressed.

5. **Our Communities and the cost of living crisis**

- 5.1. A very significant focus of the Council in 2022/23 has been to respond quickly and effectively to rises in the cost of living affecting every household in the district. During 2022 and into 2023 inflation has been at its highest for many decades and has most visibly been seen in the sharp rise in energy bills and soaring food prices. Whilst many households and businesses have been struggling, the living standards and wellbeing of our most vulnerable residents has been prioritised.
- 5.2. The Council has worked with partners to create a roadmap of interventions in order to support our residents through this difficult time and includes the following priority areas for action:

- Enabling residents to access No Interest Loans through community banking;
- Supporting our food banks as the frontline of community action
- Supporting the provision of warm spaces as accessible spaces for residents to use over the winter months
- Maximising ways to address fuel poverty
- Keeping people in their homes safely
- Targeting financial support where its most effective
- Create person centred pathways with a focus on prevention
- A whole system approach to support through partnership working
- Funding and resources to support delivery of the support needed.

5.3. As a Council, Adur believes in supporting our most vulnerable residents and as such continues to provide Council Tax Support for the poorest, combined with other improvements including changes to make it easier for residents to claim Council Tax support when they apply for Universal Credit. This work has delivered meaningful financial support for our low income and most vulnerable residents. Reflecting the strength of this approach, significant investment has been secured from the UK Shared Prosperity Fund for the Road Map until 2025.

5.4. Actions delivered in the Road Map Work include supporting Food Groups, developing Warm Spaces and prioritising the work of our Local Community Network to address related health inequalities. As part of this work the Council in November 2022 adopted a new corporate debt policy, seeking to improve support for residents experiencing financial vulnerability by creating fair debt recovery arrangements, and effective signposting for those in need of further support. Design work has commenced across housing, revenues and benefits and customer services to implement this approach. Work on our cost of living roadmap is underpinned by the proactive approach outlined below.

6. Our Communities - supporting the most vulnerable

6.1. To help us in this work we have continued to invest in our **Proactive Programme** that enables us to identify households with low financial resilience and through our Customer Service team, contact these households to explore ways of increasing household income, reduce household debt and also address issues such as depression, anxiety and loneliness that often accompany financial exclusion. Further details on Proactive are provided later in the report.

- 6.2.** As part of the overall 'safety net' offered we have continued to invest in our **Cost of living programme** working with our community partners to develop support in neighbourhoods.
- 6.3.** As part of our proactive and preventative approach, we have continued to invest in the delivery of our **Health and Wellbeing Strategy**, enabling our communities to thrive, focusing on health inequities across the following three priorities:
- **Priority 1** - To improve health and wellbeing for all, focusing on our communities with the poorest health and wellbeing.
 - **Priority 2** - To create places, spaces, and environments that are sustainable and promote and enable good health and wellbeing
 - **Priority 3** - To promote stronger community resilience in our communities and our workforce
- 6.4.** With a focus on building resilience, the following services and activities have been delivered through the plan, helping those struggling with the cost of living and the impact of the pandemic:
- 6.5. Going Local and Social Prescribing** - Our social prescribing service that gives residents a safe place to get support around health and wellbeing and find out about other mental health and wellbeing services available in Adur. Across the last quarter of 2022/23 (January - March) 374 people were referred into the team. This saw a 30% increase compared with previous quarters. During this quarter 906 referrals were made into local services and support - including help with mental health, social isolation, finances and housing.
- 6.6. Wellbeing Hubs and Alcohol Service** - A range of services that help residents with a number of concerns including alcohol consumption, weight management, eating healthier, mental health needs, feelings of isolation, money worries and bereavement. The Hub has been receiving significant increases in referrals, for example referrals for healthy weight management in Adur have doubled compared to the previous year.
- 6.7. Local Community Network (LCN)** - The delivery of mental health partnership services for young people. A survey of residents in Lancing was carried out in 2022/23 designed to gather views of services and emotional resilience and there were 185 respondents (144 young people) to this survey identifying some key areas for service development around communication, anxiety and self esteem. The Strategic LCN group have agreed that the overall priorities for the year ahead (2023-2024) focus on the impact of the increased cost living pressures on health; this has resulted in clearly defined workstreams,

these are; mental health, safeguarding, food and physical activity

- 6.8. To deliver this work, multidisciplinary teams have been established which are working collaboratively across common goals via different contributions. Our skills, expertise and understanding of using a participatory approach is being embedded: a recent example being the work in Lancing and the development of Lancing Now & into the Future which has increased participation of residents, and partners in the delivery and leadership of these activities.
- 6.9. Work has continued to develop our “**Good Work Programme**” assisting people back into work, whilst also helping to address wellbeing issues such as debt, mental health, domestic violence, vulnerable housing and addiction. This work is delivered with and through the Going Local Social Prescribing service, OneStop, Health and Wellbeing Team, and through our Proactive approach. Further development of the service is underway to ensure our good work approach supports those affected by Domestic Violence.
- 6.10. A review into the effectiveness of the Strategy and the funding formula for our Safer Community Partnerships is underway and completion of this will be a key action in 2023/24.
- 6.11. Through the above work it is apparent that the pandemic and the ongoing impacts of the cost of living emergency have affected young people in many ways, including access to education and training, homelessness, social isolation and wellbeing, including mental health. In response to these concerns a **Young People’s Strategy** was approved by the Adur cabinet in June 2023, seeking to ensure young people in Adur are supported, encouraged and better able to achieve their potential.

7. Our communities: Creating opportunities for all

- 7.1. **Sport and leisure:** The council in 2022/23 worked in partnership with South Downs Leisure Trust to improve the facilities and opportunities available at our two sports centres and Wadurs Swimming Pool. We continued to support community groups, clubs and societies in the provision of leisure and sports facilities across our parks and open spaces.
- 7.2. In 2023/24 we will progress plans for the replacement of the **Buckingham Park Pavilion** to assist local sports clubs. We will continue to work with the Russell Martin Foundation to bring **Southwick Football Ground** back into use as an

important local facility and we will begin to work with Shoreham Football Club to help facilitate the Club's plans for the future.

- 7.3. Parks and open spaces:** In partnership with Worthing, Adur District Council will seek to prepare a Parks and Open Green Spaces Management Strategy helping to re-nature our green and open spaces, making them cleaner, greener and safer.
- 7.4.** We will review our investments in play equipment, planting schemes, seating and sport and leisure facilities (see above). Working with WSCC and other partners, we will continue to improve the **defence of exposed sites** to illegal encampment. The Council will seek to increase tree planting as part of this work we will continue to build on a successful pilot scheme where Parish Councils and residents identify locations for possible **new street trees** and then help to fund, water and take care of them.

8. Housing and Adur Homes

8.1. Adur Homes Improvement

- 8.2.** On 22 November 2022, following the death of Awaab Ishak in Rochdale, the Regulator of Social Housing wrote to all registered providers requesting that they identify properties not meeting standards relating to decent homes and repair. The Regulator said that any registered providers not meeting these standards should 'self-refer' immediately. Following this communication, the new Director for Housing and Communities undertook a diagnostic review of compliance by Adur Homes with regard to regulatory standards. This review found a number of areas where Adur Homes is not compliant as detailed in a report to the [Adur Joint Strategic Sub Committee](#) on the 7th of March and the [Joint Audit and Governance Committee on 23 March 2023](#).

- 8.3.** Having referred itself to the Housing Regulator Adur Council received formal notice from them confirming that the Council is in breach of two sections of the Home Standard. The Home Standard sets expectations for registered providers of social housing to provide tenants with quality accommodation, including the provision of decent homes, effective management of health and safety compliance and the provision of cost effective repairs and maintenance. In discussions subsequent to the self referral, the Regulator also indicated that Adur Homes performance against other standards is not optimal, and

suggested that the response by the Council should be comprehensive and address all areas of underperformance.

8.4. In response to the issues identified in the audit of performance of Adur Homes, and ahead of the formal response to the self referral by the Regulator, the Director for Housing and Communities has already put in place initiatives to rectify non-compliance. Progress on this work is being reported to this Committee in a separate paper: Adur Homes Improvement Plan: Progress Report.

8.5. Linked to this improvement work in 2023/4 we will review and agree a new key housing strategies for the district including the:

- Housing Strategy, which will include the Homelessness Prevention and Rough Sleeping Strategy
- Temporary Accommodation Placement and Procurement Strategy

8.6. It should be noted that this work however takes place in the context of a challenging HRA budget (as reported to Cabinet in February 2023) and unprecedented housing demands. The rent limitation measures announced by the Chancellor in 2015 has had a profound impact on the HRA and still continues to impact on the HRA's future financial sustainability. Over the period of the reduction, the Council has lost and continues to lose a substantial amount of annual rental income of around £2m per year. This lost income has compromised the financial stability of the HRA, and more importantly, affected the amount that can be invested both in existing homes and in the development of new homes. Our impaired ability to invest in the current stock has significant implications for the Council's ability to meet condition surveys and health and safety requirements.

8.7. Housing Provision

Much work is underway to improve and increase housing provision in the district. In Shoreham, work to redevelop **Ashcroft** with the new scheme consisting of 44 new one bed sheltered housing apartments, designed with generous internal common space and landscaped gardens continues. The project will also see the main block at Ashcroft demolished and the bungalows on the site upgraded to meet modern standards of energy efficiency. The Council is currently reviewing this scheme in light of the issues around accessing Homes England funding (due to the current Regulatory Notice for Adur Homes).

Work to develop two new blocks of housing on **Albion Street** totalling 49 units for social rent is almost complete. Work at the **Civic Centre** also continues, having secured planning permission for 170 affordable homes in April 2022. Work to progress the development of the **Western Harbour Arm** through the implementation of the Joint Area Action Plan with West Sussex County Council and Brighton & Hove City Council has continued. A number of schemes are progressing to deliver homes for local people including at **Free Wharf and Kingston Wharf**. As described elsewhere in this report, the council in progressing this work, is taking the opportunity to further engage with residents, ensuring infrastructure implications are fully understood and incorporated into development plans. Following the granting of permission for 467 dwellings work will commence on site at **West Sompting**.

8.8. The Council continues to develop its **small sites programme** with five schemes totalling 19 homes nearing completion on old garage sites; six new homes in Sompting, two in Lancing, ten in Shoreham and two in Fishersgate. These homes will be let at affordable rent levels, with rents set at or below the Local Housing Allowance. Two other schemes are set to begin imminently, both in Lancing, which will provide 16, 2- and 3-bedroom houses. These additional homes should be complete by Autumn 2024. We are undertaking feasibility and capacity studies of a number of other underutilised, brownfield sites which will potentially make up a second round of small sites development.

8.9. Rough Sleeping and Homelessness

Our focus on reducing **rough sleeping and homelessness** has continued at pace as we seek to meet the challenges of increased demand. We have recently re-launched the Adur and Worthing Homelessness Prevention and Rough Sleeping Partnership, bringing together key local partners focusing on how we can collaborate to address this issue. Our approach to achieve an 'Everyone In' approach by working with a range of landlords to make offers of accommodation to everyone who is in need has progressed well. This approach is being actively supported by our "**Opening Doors**" scheme which includes a range of incentives (such as no commission or fees and a guaranteed rent for up to two years), and is increasingly transforming our ability to help families most in need. We will seek to increase our stock of housing for **Emergency and Temporary Accommodation** including the scheme planned for South Street, Lancing.

9. Responding to the Climate Emergency

- 9.1. Adur District Council declared a climate emergency in 2019, setting a target to be carbon neutral for its own estate and fleet by 2030. A carbon reduction plan has provided a strong guide to action, with multiple projects delivered through successfully securing external funds.
- 9.2. At the same time, the Councils' leadership on the nature restoration agenda is recognised nationally, with purchases of land on the Adur River for nature restoration leading to a £500k DEFRA backed Landscape Scale Pilot project for the whole Adur River. To underpin the Councils' commitment to nature, an ecological crisis was declared in March 2023.

9.3. Carbon emissions reduction

ADC's carbon footprint is jointly shared with WBC with the exception of emissions from Adur Homes. The carbon footprint of Adur & Worthing last year was 2,417 tonnes. Adur Homes contributed another additional 450 tonnes.

In 2020/21 the council secured £1.7m of **Public Sector Decarbonisation Scheme** funds. Through these funds Ground Source Heat Pumps are now installed at Shadwells Court and Tollbridge House, fully removing gas from these sites and reducing carbon emissions from heating by over 80%. The Shoreham Centre now uses a large bank of Air Source Heat Pumps to provide heating and hot water to the building. The Council has also utilised Low Carbon Skills Funding to develop heat decarbonisation plans for the majority of its fossil-fuel fired boilers. Working with support from Ricardo, a fleet strategy is being developed to decarbonise and future proof our fleet, charging and maintenance facilities.

- 9.4. The Council have worked in partnership with WSCC to install Phase 1 of a series of **EV on-street charging points** across Adur. In addition, the Council has supported the latest **Active Travel** consultation which is examining the introduction of north-south corridors, as well as continuing to investigate the delivery of interventions on the A259 (Western Harbour Arm). The **Donkey Bike Scheme** was extended in Adur in 2023, delivering hubs in Shoreham, Lancing and Southwick.

9.5. Nature restoration

The Sussex Bay initiative - to restore river, coastal and marine habitats across Sussex - has grown and built momentum over the last two years, receiving funding from the DEFRA Natural Environment Investment Readiness Fund and Coast to Capital LEP. Proposals totalling £4m are in development through a unique support partnership with The Crown Estate, and working with local universities. Strong partnership working with Shoreham Port and West Sussex County Council has also led to a bid to Innovate UK for a 5G buoy network to support innovation in marine research and other maritime uses.

A feasibility study regarding potential to restore intertidal habitat at Pad Farm has identified a range of options being taken forward and presented in a business case to share with partners, including EA and SDNPA to help unlock development funding to progress the scheme.

Proposals for renaturing acquired land are advancing, with high levels of community engagement, working as part of the wider Adur River Restoration in partnership with the Ouse and Adur Rivers Trust and Sussex Wildlife Trust. We are currently working through options for New Salts Farm, as well as working with a range of partners to further protect the Adur SSSI from the negative impacts of leisure users on the sensitive site through information and education.

- 9.6.** The Council was recently awarded Green Council of the Year in the iESE Public Sector Transformation Awards 2023 for its work on Sussex Bay, and recruitment for its first postholder, the Head of Blue Natural Capital is currently underway with funding support from Esme Fairbairn Foundation.

Work will commence soon with West Sussex County Council and the Sussex Local Nature Partnership on the development of a Local Nature Restoration Strategy, and there will be scope to broaden the strategy's aims by examining the potential for mapping more open spaces and domestic gardens in a larger effort with the community.

9.7. Waste, Recycling and the Circular Economy

The national Resources and Waste Strategy set out ambitions to introduce consistent recycling collections across England with a focus on separate food

waste collection and source segregation, the introduction of a Deposit Return Scheme (DRS) for plastic drinks bottles and cans, and changes to the Extended Producer Responsibility (EPR) legislation which will move the full cost of dealing with packaging waste away from households, local taxpayers and councils and on to its producer. The details of how the requirements will have to be implemented, and any announcements on funding, have been delayed by central government. EPR is delayed until October 2025 and consistency in collection/ food waste and DRS will follow at some point after that. Despite the delays, we have commissioned a feasibility study on food waste collection for Adur which identifies different collection options and models their costs and performance. The work was carried out by Eunomia Research and funded by WRAP. This work puts us in a good position as and when government funding is made available. Whilst food waste collections will help, a project is currently being scoped to focus on minimising food waste arising in the first instance, and where possible composting at home and in the community. We will continue to focus our communication and engagement work in this area, and aim to expand our network of community composters.

- 9.8. Since the introduction of the kerbside small WEEE collections in October we have collected a total of 12.50 tonnes of material across Adur.

10. A focus on regeneration

- 10.1. The place based approach described in this report is continuing to renew infrastructure, stimulate economic development, improve sustainable travel and build new homes. Ongoing collaboration with local, regional and national partners will support this work, helping to drive areas of significant innovation including the potential development of local **hydrogen-based solutions** at Shoreham Port. Our pioneering investment in **gigabit** ultrafast infrastructure continues to be rolled out with CityFibre, making Adur District one of the most digitally connected places in the south east. **Citizen WiFi** is being procured for Shoreham Town Centre and should be in place in the Autumn / Winter 2023. In addition, the council is proactively working to influence the outcome of a major land sale to secure high quality employment opportunities on the site formally identified for the Ikea store.
- 10.2. **Markets** are a key feature of our places. With active support from the Council, markets have recovered well since the Pandemic and have been relocated to their original positions following temporary locations, such as Tarmount

surface car park. The markets have seen steady growth over the last couple of months with the ambition to further grow the trader base to provide a greater variety of local produce. Following the Southwick Square redevelopment works, we will explore the potential of delivering a regular market in this location to complement those existing in Shoreham and Lancing.

- 10.3.** The development of the **Western Harbour Arm** at Shoreham Harbour has reached a significant stage with a considerable amount of development activity underway with more than 1100 new homes being delivered, the majority of which are affordable and a significant proportion of which will be occupied by people currently on the council's waiting list for a home. Regeneration of the Western Harbour Arm is vital for the well being of the Port and has unlocked the opportunity for major industrial and commercial activity to locate on the south eastern arm where facilities for modern shipping are more readily provided.
- 10.4.** Development at **New Monks Farm** has reached an advanced stage with 174 new homes constructed and work recently commenced on the further 385 homes (as part of Phase 2). The new Country Park is nearly complete and will be left for 12 months to establish before opening to the public next summer. The new road system to support the Airport and access to wider site is also at an advanced stage and work is underway on the final arm leading from the new roundabout on the A27 to access Lancing College and Coombes Road. However, it should be noted that at the time of writing the Council remains in close dialogue with stakeholders regarding the current situation regarding the contractor. At Shoreham Airport work has now started on the construction of 25,000 sq metres of commercial floorspace. The Council remains committed to ensuring that the site owned by IKEA is developed in a responsible manner for the benefit of the local economy.
- 10.5.** Following the purchase of the **Old Police Station** site in Lancing, a 'meanwhile use' has been developed for the site called Fabric, in partnership with the tenant Freedom Works. Fabric offers space to create sustainable jobs but also to encourage the tenants to work together on ideas that can bring new opportunities to Lancing village. Over the part year, Fabric has been used for a series of the 'Lancing Now and into the Future' sessions, which has created a number of Aspirations for Lancing. Those aspirations are now being used to help guide a number of projects, mostly in relation to a Levelling Up bid due for submission in the Autumn 2023. The focus on the bid is built on these community principles and will focus on upgrading and bringing a 'new lease of life' to the village centre.

- 10.6.** A project team is working with residents to review options including refurbishment, improvements, infill, or partial or full redevelopment of the **Southwick Estate**. The preferred option following this engagement approach is for a full redevelopment that has the potential to deliver approximately 700 new homes, a mix of council homes and private sale. Essential maintenance work in Southwick to address residents' concerns is continuing to take place whilst this process is being undertaken and includes a significant interim works package.
- 10.7.** To support the overall place in Southwick, the Council, in partnership with WSCC, are in the process of delivering an upgraded public realm experience at **Southwick Square**. The new Square, due for completion in October 2023, will include new seating and park area by the east parade, making the area more inviting and accessible to visitors and allowing people to sit and eat, while a larger open space will be able to host community events, performances and markets. There will also be new pedestrian lighting, additional seating and attractive gardens, as well as space for the community Christmas tree.

11. Building our organisational capabilities

Much of what we want to achieve relies on our organisation being set up to deliver in the right way. In terms of delivering Our Plan, we are focusing on the building of the following organisational capabilities in partnership with Worthing:

11.1 Investing in digital

We will continue to invest in digital technologies in order to improve our customer experience and increase our organisational resilience by improving process design and effectiveness. We will focus on where there is a need to increase staff capacity to work directly with citizens so that we can continue to develop our proactive work.

11.2 Developing our data led practice

As part of the organisational redesign which is driven by Our Plan we will develop our internal planning and prioritisation capabilities and develop performance dashboards to support our delivery ambitions. We will continue

to develop our use of predictive analytics in our proactive work in order to increase our ability to reach people before they are in crisis.

11.3 A shift to proactive

Our proactive work is about more than just the data and we will work to redesign frontline services to respond to the evidence we are seeing of the benefits of working in a more proactive way. We are focused on hardwiring a more proactive approach into how we collect income and recover debt, ensuring that this is aligned to our new corporate debt policy, which is premised on being fair, consistent and sensitive to people's needs. We are also designing more capacity into our teams to enable us to become more proactive in our approach to citizens that need help and support early, to enable them to manage and become more resilient. Working alongside our community partners, we want to continue to develop proactive working within our neighbourhoods and places, building strong community capacity to ensure that communities have what they need to help each other during difficult times.

11.4 Working in place

As part of the organisational redesign work we will develop our ability to work in place. This means we will develop a shared 'map of place' so that all teams have a common footprint for delivery and experiment with forming multidisciplinary teams which support each other's work in these places. In addition, it's important the Council has a proactive connection into 'place' whether convening conversations, project design or programme delivery, therefore a new team of **Place Officers** are being created to ensure clear and consistent presence in the communities of Adur.

11.5 New modern organisational design

In response to Our Plan, the Council will look to redesign services in order to reflect the three principles identified in Our Plan making the Council. The means we will:

- Focus on **resilience** rather than just efficiency
- Make change and **adaptation** part of how we work all the time
- Create the context for **participation** so we always be doing things with and not to people

12. Making sure we have the capacity to deliver

Local government finance is under huge pressure and Adur will continue to take a prudent and future focused approach to making sure the council has the capacity to deliver on its priorities.

12.1 Ongoing review of our assets

We will take a structured review of all of our assets with a view to determining how best they can be utilised to support our local communities. This will involve being open and transparent about the land and buildings that we own; ensuring that our relationships with tenants are strong; and that we maintain safe and well managed assets. Where it makes sense to do so, we will dispose of land and buildings to achieve our wider objectives.

12.2 Developing our use of external funding

We will review our current use of external funding and consolidate it as well as reviewing opportunities to expand our work with appropriate partners and funders who share our vision and purpose.

We are leveraging external resources wisely to deliver our ambitions, such as the use of the Shared Prosperity Fund to focus on key priorities including the costs of living crisis and Proactive.

12.3 Working more effectively with our partners

We will review our current partnerships and ensure that we are making the most of the strengths and opportunities that these bring. We will look where possible to combine efforts with partners in order to make a greater impact across our priorities.

13. Engagement and Communication

Engagement and communication; leading to more inclusive participation is central to the overall approach of the Council.

Delivery of specific projects will be communicated through the Council's communication channels, press releases, social media etc as appropriate but

we will also use these channels to amplify community voices and to invite new ideas and contributions to the work of the Council.

14. Financial Implications

The cost of delivering most of these priorities are accommodated in the existing 2023/24 budget. Where this is not possible, funding will be sought from members to support the delivery of individual initiatives.

15. Legal Implications

Part 1 of the Local Government Act 2000 provides all local authorities with the power to take any steps which are likely to promote the economic, social and environmental wellbeing of their area and residents. It also places a duty on authorities to develop a community strategy, together with other local bodies, for this purpose, and is a strategy that also contributes to the achievement of sustainable development in the UK

s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation

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

Specific legal implications arising from any of the commitments referred to in this report, will be reported to Members, in each commitment specific report delivered as part of the usual decision making process.

Background Papers

- [Priorities for Adur District Council](#) (last year's report)
- [Our Plan for Adur and Worthing Council's](#)
- [Western Harbour Arm, Permission to Date.](#)
- [Adur homes report](#)

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Sustainability & Risk Assessment

1. Economic

This document describes the Council's approach to economic activity which reflects the objectives and priorities of the Administration. As such it is intended to have an ongoing effect on the district's economic activity.

2. Social

2.1 Social Value - The work outlined in this report is expressly designed to increase social outcomes - building participatory infrastructure and capability in order to help our communities thrive. Key priorities set out in the report include being responsive to the needs of the community by undertaking more engagement and participation work. In response to the cost of living crisis, for example, the Council has worked with residents, businesses and partners in the creation of an action plan to immediately start addressing needs. Actions include how the authority can help prevent households entering crisis as well as helping those who are already struggling. The action plan and its associated engagement processes are enabling the Council to better understand the scale of need, identifying who most needs support and how best this support can be given.

2.2 Equality Issues - The Council is subject to the general Equality Duty set out in section 149 of the Equality Act 2010. The actions set out in this paper explain how the Council is meeting its legal duties by supporting further engagement with communities; helping to ensure services are designed and delivered in ways that better meet specific needs and address areas of historic and ongoing disadvantage and inequality.

2.3 Community Safety Issues (Section 17)

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

2.4 Human Rights Issues

The programme of work set out in the report enables the Council to identify solutions with other partners that will enable our residents, communities and neighbourhoods to flourish.

3. Environmental

Developing the Council's role in responding to the climate emergency and in protecting and developing the natural environment are key priorities for the Council and its ambitions. This report explains the approach being taken and progress made.

4. Governance

The Council's key priorities include being more responsive to the needs of the community and undertaking more engagement and participation work.