



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
30 January 2024

Key Decision No

Ward(s) Affected: All

Our Plan - Draft Performance Management Framework

Report by the Chief Executive

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1. Purpose

- 1.1. In 2022 the Chief Executive, the Corporate Leadership Team and the wider staff leadership team, worked collaboratively to design a new corporate plan for the organisation. This plan, which has come to be known as '[Our Plan](#)', was agreed and adopted at the Joint Strategic Committee and both Councils in October 2022 and was launched to staff over the course of November 2022.
- 1.2. Our Plan seeks to enable the successful delivery of Adur District Council and Worthing Borough Council's priorities by effectively supporting the work of each individual council, and where appropriate, both councils together through the shared partnership agreement.
- 1.3. The plan informs the budget setting work of both councils and directs overall organisational service planning and performance management.
- 1.4. Since the plan's adoption, the Chief Executive, with the Corporate Leadership Team, has been working to develop a new performance

management framework to monitor and track the successful delivery of the plan, including each administration's priorities, through the councils services, partnership working, projects and redesign work.

- 1.5. This report sets out the draft performance framework being developed and where available, provides progress against a range of Our Plan performance measures.
- 1.6. Work continues to further improve and develop the performance management arrangements for Our Plan, reporting will be annual and the next performance report covering 2023/24 will be provided in July 2024.

2. Recommendations

- 2.1 To note and review the progress made by the Corporate Leadership Team in developing a new draft performance framework for Our Plan.
- 2.2 To note the measures outlined in Appendices 1 and 2 are the first iteration of measures for discussion with the Joint Overview and Scrutiny Committee in January 2024 and to be agreed by the Joint Strategic Committee in March 2024.
- 2.2 The Committee is asked to review progress against performance measures, where these are available, and note the progress made.
- 2.3 To request annual performance reporting for Our Plan is brought to the Committee to monitor progress and support performance improvement.
- 2.4 To refer these performance arrangements, including feedback from JOSC, onto the respective Joint Strategic Subcommittees for Adur and Worthing Councils.

3. Context

Our Plan

- 3.1 In 2022 the Chief Executive, the Corporate Leadership Team and the wider

leadership team worked collaboratively to design a new corporate plan for the organisation. This plan, which has come to be known as 'Our Plan', was agreed and adopted at the Joint Strategic Committee and both Councils in October 2022 and was launched to staff over the course of November 2022. Our Plan is there to help the councils prioritise and deliver their work while creating the right culture and environment for staff. It is also intended to help the councils navigate the complexity of being one workforce supporting two different administrations in the most effective way possible. The plan also informs the budget setting work of both councils and directs the overall organisational service planning and performance management.

3.2 Our Plan outlines our purpose and our priorities and is set out in distinct parts and provides a summary explanation of what we are seeking to do and how we will work to deliver each council's priorities. The main parts of the plan are as follows:

- **Our Purpose** - what we as councils are fundamentally here to do.
- **How we work** - how we will treat each other as colleagues, customers and partners.
- **Our Principles** - the collective principles which allow us to work effectively and to evolve as an organisation.
- **Our Missions** - focussed areas of work that allow us to tackle complex and longer term issues with others.
- **Our Foundations** - the universal services that citizens see and use every day and our core services without which the councils cannot function.

The Performance Management Approach

3.3 The draft performance framework for Our Plan outlined below aims to monitor progress in delivering Our Plan and associated activities, through a blend of actions and performance metrics. These will be reported annually to Joint Strategic Sub Committee, Joint Overview and Scrutiny Committee, residents and partners and will include a range of performance measures as well as progress updates.

The draft performance management framework for Our Plan sits within the overall performance management framework of the councils, including budget management and risk and opportunity management, and further work is planned to further improve the integration between these components and the overall approach being taken.

The approach being developed represents a definite shift from previous years ([Platforms for Places](#)) where the focus was principally on narrative updates. Through the revised performance management arrangements the councils aim to establish a more dynamic process, equipping senior managers, elected members, residents and stakeholders with the information needed to make decisions and encourage change. Outcomes for the councils from this approach include:

- Supporting delivery of the councils' purpose, principles, ways of working and priorities.
- Improving services and outcomes for our residents.
- Prioritising our goals and helping to allocate resources effectively.
- Driving continuous improvement, innovation and agile working.
- Promoting accountability and transparency and enhancing governance.

3.4 In developing our approach for Our Plan we have used the following guard rails to inform the approach:

- **Accessible:** Our staff members and stakeholders can access and understand our performance information.
- **Joined Up:** Our performance information presents both the big picture and will help in focused areas that require improvement
- **Accountable:** We will provide relevant information to the right people at the right time.
- **Flexible:** Our performance management system will be designed to be agile, able to adapt to changing needs.
- **Value for Money:** The cost and effort required to support our performance management system will be proportional to its benefit.

3.5 The performance management approach focuses on both identifying what has happened already and seeking to improve (where necessary) what happens next. In line with our principles, our performance management work seeks to:

- **Develop trust and openness** - Our approach seeks to foster trust and openness within the working culture of the councils, where we learn from mistakes.
- **Cultivate curiosity and inquiry** - We want our approach to create a culture of inquiry and curiosity at all levels of the organisation, where the goal is improvement and progress. This is different from more traditional approaches where, for example, a target is aimed for and seen as 'complete' when the target is met. We want to support innovation, creativity and meaningful performance progression.

3.6 Making meaningful improvements in performance management requires investments in time and capacity. Against a backdrop of diminishing resources this is challenging and our performance management approach therefore seeks to be as lean and as smart as possible and we have in this first developmental stage generally used existing data only.

3.7 The performance framework focuses on the following component parts from Our Plan:

- The delivery of our **principles**: resilient, adaptable and participative
- The delivery of our **missions** which are also delivery mechanisms for each **administration's priorities**:
 - Thriving people
 - Thriving places
 - Thriving environment
 - Thriving economy
- The delivery of our **core and universal** services.

3.8 The performance reporting arrangements include, where available or appropriate, the following elements:

- **Short Narratives** - To describe progress towards outcomes and explain performance progress.
- **Dashboards** - To track and understand data and trends.
- **Benchmarking & Targets** - Where available, linked to industry standards so we know where we are in relation to comparable authorities.
- **RAG (red, amber, green and other) ratings** - These will be used where appropriate to highlight progress easily and swiftly.

3.9. Annual performance reporting for Our Plan will be brought to the:

- Joint Overview and Scrutiny Committee to scrutinise performance.
- Joint Strategic Committee to oversee the performance of the Councils.

To ensure further accountability in monitoring performance to drive improvement, a new internal governance system will be implemented which will have four core building blocks:

- Major programmes (including the organisational redesign programme): including oversight of the performance of our major programmes

- Operational delivery: including oversight of the performance of our Foundational Services KPIs
- Core services (including finance): including oversight of the performance of our Corporate Health KPIs
- Mission areas (People, Climate, Place and Economy): including oversight of the performance of our mission roadmaps

Each of these boards will be chaired by the Corporate Leadership Team and the relationship between these and member committees will be outlined in the next update of the Annual Governance Statement (due in May 2024).

- 3.10. To embed a culture of using performance data to drive improvement, the organisation will include performance improvement as a key skill of senior managers and associated learning, as part of a new programme being developed to improve management skills.

Work will be developed to train managers on how to manage their performance:

- Track performance.
- Understand trends to anticipate future performance risks.
- Analyse what is driving negative performance and put in place mitigations.
- Prioritise what activities/projects have the biggest impact on a KPI to better focus support on those areas.

Relevant KPIs will be assigned to the relevant service responsible for those in their service plans which will be developed over Spring 2024.

4 Interim Performance Report for Our Plan: 2023/24

Whilst work to develop the performance management framework for Our Plan is ongoing, good progress has been made. Mid-year performance data is provided to members in this report to demonstrate the approach being taken and to provide interim performance information (where this is available) before the formal annual reporting in July.

The progress report provided below and in the attached appendices provides information on the delivery of Our Plan in 2023 / 24 using the data and information available to the councils at the end of December 2023. It is important to note the good progress being made during this time which has been shaped by legacies from the pandemic and the ongoing challenges of inflation and the cost of living crisis.

- **Performance Area 1: Delivering Our Principles**

Our Plan sets out three governing principles to help the councils work well, evolve as an organisation and to be able to provide reliable quality services. These principles also recognise changes in the world around us and seek to help us respond positively to these changes in the long term. In summary the principles are:

- We are **resilient**, making the best of our finite resources and investing in our people
- We are **adaptable**, finding creative and effective ways to meet changing needs
- We are **participative**, putting people at the heart of decision making and services.

Work to support the development of these principles across the councils has been focused on the following key areas.

- a) **Workforce Planning and Development** - The work to increase organisational resilience, adaptation and participation has been informed through an engagement process with our staff, to gather their views and better understand needs.

In 2022, as part of this work, we undertook a staff survey to collect views from our staff teams to better understand the support and development needs of our staff with particular reference to wellbeing and resilience. Some of the key messages from the survey included:

- **Well Being** - On a wellbeing scale of 1 to 10 (10 being the most positive) the majority of staff who completed the survey (73%) rated their well being positively (more than 6 out of 10) whilst 26% indicated their wellbeing less positively (under 5 out of 10). Almost 30% of the staff who completed the survey wanted the councils to make mental health at work a higher priority.
- **Workplace safety** - The majority of staff who completed the survey (83%) felt their work place was safe and friendly whilst 13% felt their work place was not safe or friendly.
- **Bullying or harassment** - Whilst most staff who completed the survey did not report any problems, 18% of staff indicated they had experienced either bullying or harassment in the past 12 months.

- **One to one management meetings** - Whilst most staff who completed the survey were meeting with their managers regularly, 34% of the staff were not having regular one to one meetings with their managers.
- **Communication** - Almost half the survey's respondents (48%) felt communication and engagement with staff could be further improved.

Some of our immediate actions to address issues raised include:

- The implementation of a new tool for staff to report any incidents of discrimination / harassment.
- The review of workloads is now part of our new annual service planning arrangement.
- The development of wellbeing support resources for managers and improved training.
- We have undertaken further work to better understand the support needs of staff and understand, for example, why one to one meetings aren't always happening. Issues identified are being addressed and resolved.
- We have developed and promoted our cost of living resources to help staff who are struggling.
- We have reviewed and improved our mental health support arrangements including the provision of a mental health first aid scheme at Commerce Way.
- An internal Wellbeing Campaign Calendar has been developed to better support staff health and wellbeing by signposting, raising awareness.
- We have reviewed and improved internal communications and engagement, especially for those staff who are not desk based.
- We continue to support and encourage our equality staff networks including the Women's Network, Disability, Carers Network, LGBTQ+, menopause and Neurodiversity groups.
- We will repeat the staff survey in 2024 to monitor progress in addressing issues raised.

In terms of our longer term and more strategic responses we are undertaking a number of key areas of work, linked to the budget and organisational design work described below. We have, for example, redesigned our HR and learning functions and incorporated them into the new People and Change Service, strengthening links between supporting and developing our people and the delivery of the councils' priorities. Key areas of work being progressed by the team include a review of all HR policies including the forthcoming

development of Workforce Development Strategy for the councils ensuring we have the capacity to deliver services to communities in new ways and meet our future challenges, including budget restrictions.

As part of this process we are seeking to build and develop the skills and capabilities of our staff to deliver the new organisational model by developing an annualised training plan and an improved learning development offer for staff and members. In terms of supporting councillors in their ward representation and council decision making, governance and oversight roles, the Member Development Programme has been developed and delivered with over 20 training sessions delivered between Annual Council Meetings in May and December 2023.

- b) Budget and service planning** - Council finances have and continue to be under considerable pressure, an issue widely experienced across local government. Significant work is underway to address in-year budget pressures and wider financial resilience for the coming year, and proposals for the 2024/25 budget will be reported through the February Joint Strategic Committee.

Service planning has been completed across the organisation using our Liberty Platform and we have established a 'Mission Control' function, as part of the new People and Change service, to better coordinate and prioritise the work of the councils. To support this work we have invested in new tools, technology and our work to improve the collection and use of data. For example we are developing the use of Asana to manage projects and report on their progress and we are actively exploring how Artificial Intelligence tools can assist us in a number of areas and we are building processes and toolkits to support staff undertaking participation work.

- c) Organisational redesign** - The organisation is developing a programme that will implement a new organisational design based on the principles and framework outlined in Our Plan. The goal of this is to both create a sustainable organisation which is adaptive, resilient and participative and to provide a mechanism for delivering outlined savings targets in a way which protects frontline service delivery to the greatest extent possible and retaining our ability to deliver the ambitions of the two councils.

The process of organisational redesign is being undertaken in two main stages. Stage 1 of the process has been completed and the new leadership team is now in place giving the councils the necessary capacity to support change and innovation and through this be able to better deliver the policy

objectives of both authorities. Having established the new leadership design work is now underway on Stage 2, a deeper and further process of change across the organisation to increase resilience and improve outcomes for our residents. The process of reshaping will seek to both improve service and community engagement whilst also responding to our budget challenges. The learning and experience gained from our resident engagement and participation work described below is being used to inform and guide the redesign process, improving neighbourhood services and strengthening community ownership and autonomy.

The organisational design work will look at staffing but also at changes to delivery models that can drive out additional cost savings by a move to digital first delivery. Whilst there are numerous benefits and opportunities associated with the organisational redesign work, a series of risks have also been identified which are being managed in order to achieve the objectives of this work.

The delivery of the Organisational Design programme will be reported through the Joint Strategic Committee.

- d) Participation and Engagement** - As described above, our commitment to increasing resilience and adaptation includes work with communities and partners to make the most of collective assets, and to build the capacity and capabilities of our neighbourhoods and residents. Using our experiences described, the new organisational model seeks to develop and expand participative work with staff, communities and partners in a number of areas.

Examples of our work to increase participation and engagement include both councils' activities with communities and partners to progress the world class Sussex Bay initiative that is seeking to restore coastal habitats, creating enormous opportunities for our coastal communities in terms of new local jobs in fishing, aquaculture, recreation and tourism. Communities and residents have also been invited to give feedback and input into each councils budget setting processes through the budget consultation process. Both Adur and Worthing have also been delivering separate strategic support arrangements for communities and households affected by the cost of living crisis, including support for foodbanks and the provision of money advice services.

On a more area based approach the councils have been working with residents in a number of other contexts to build resilience and increase collaboration. In Worthing the council has been engaging with residents and partners to discuss and agree plans to respond to the climate and ecological

emergency impacts on Cissbury, Shepherds Mead land and the Sanctuary land in Salvington Ward. Communities in Durrington have been supported and engaged in considering and deciding on significant options for improvements in their local areas. The CIL Funding arrangements have been revised to ensure communities are better able to direct and participate in decision making. Through initiatives such as the Big Listen and Big Clean Up residents have also been able to give their views on local priorities and have been supported in taking care of the town centre, seafront and foreshore.

In Adur, a 'meanwhile use' has been developed for the Old police Station called Fabric, in partnership with FreedomWorks. 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 past year, Fabric has supported 'Lancing Now and into the Future', a resident engagement process that has created a report and number of aspirations for Lancing. These aspirations are now being used to help guide renewal and regeneration projects for the village and associated funding applications. Work to improve tenant participation with Adur Homes has also been an area of significant focus with the launch of a newsletter, the delivery of new tenant satisfaction survey, increased tenant engagement activities and focused consultation and engagement work in key areas, for example on the future of Southwick Estate.

As part of the reshaping described above, we have established a People and Change service team and recruited a new Assistant Director to lead this service. In forming the service we have brought a number of corporate functions together, including policy, project management, communications, engagement, participation, learning and development and human resources. One of the intentions in creating this new service in the creation of this team, and associated matrix management arrangements across the organisation, is to support and develop a number of key organisational priorities including both our participation work with staff and residents but also our work in progressing equality, diversity and inclusion.

- **Performance Area 2: Our Foundational Services**

Our Foundational services are the essential services which keep us and our places working, they help deliver both our missions and each councils political priorities. They are the most visible, outward facing universal services that we deliver day in and day out, for example housing, planning, environmental health, parks and open spaces and refuse and recycling. Our foundational

services also include our core services within the councils, for example our work to support and develop our staff, internal audit and complaints and standards, ensuring staff and services are supported in working well.

Appendix 1 sets out the draft performance dashboard for our foundational services. Where data is available, quarterly performance metrics are provided for delivery up until Quarter 3 in 2023/4. If data is only available on an annual basis performance reporting relates to progress achieved in 2022/23. Members will note areas of particular performance challenge with regard to housing, responding to Freedom of Information requests, complaints and equal pay. Review work is in place to address these matters including the housing improvement plan described below and service redesign work.

Additional work is also planned to further refine and rationalise the list of key performance indicators for the July Reporting and where possible develop targets and identify benchmarks.

The dashboard for this area is presented in Appendix 1 - Our Foundations Dashboard.

Performance Area 3: Council Priorities and Missions

Council Administration Priorities

The key drivers that direct delivery of our foundation services and each mission area are Adur and Worthing council priorities. These priorities are distinct for each separate authority, but are in some areas shared, for example because of the shared service agreement or because they reflect similar challenges or opportunities both councils are seeking to address. In identifying and agreeing these priorities respective cabinets have worked with officers to develop the necessary plans and identify resources to support the required delivery.

Missions

Our Missions are the big ambitions and complex issues identified by the administrations of both councils in Our Plan that we must address for Adur and Worthing to thrive. By their nature, our missions are often bigger than the individual services we provide and they require creative solutions that cut across our teams and other organisations. In driving this work we are seeking

to work together with residents, businesses, visitors, communities and partners.

Appendix 2 sets out draft performance dashboards for both mission areas and each councils' priorities. These will be reviewed, developed and updated before the next reporting period. Some of the priorities identified are 'quick wins' able to be delivered within short time periods, whilst others are longer term ambitions requiring a delivery period over a number of years, and in some cases are therefore yet to start. Where plans involve a shared service, the councils have worked in partnership as appropriate.

The data shows good progress across a number of areas despite significant challenges associated with the pandemic, the cost of living crisis, the budgetary pressure experienced as a result of increases in inflation, interest rates and service demand, especially in housing. The predominant reason for delays in delivery are because additional external funding is being sought, partnership and community engagement is taking time or delivery is being delivered through the organisational redesign planned in 2024/25.

- **Thriving people:** Work to deliver this mission is focused on ensuring residents can lead positive, healthy and independent lives. Activities include ensuring residents can access the right support when they need it and are able to take part in decisions about their area and the services they receive. Many of these actions are being taken forward through the organisational redesign in 2024/25.

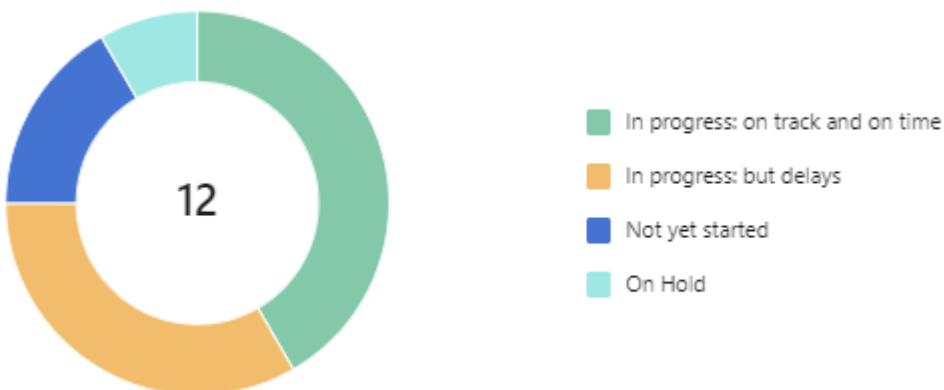


- **Thriving places:** Work to deliver this mission is focused on ensuring our places are vibrant, inclusive and sustainable and that they are loved by residents, businesses and visitors alike. As part of this work we are supporting people to help to design services and shape their neighbourhoods. Many of these actions are being taken forward

through the organisational redesign in 2024/25.



- **Thriving environment:** Work to deliver this mission is focused on the creation of a thriving environment by involving residents in making decisions and designing solutions to reduce carbon emissions and waste, protect and enhance nature and adapt to climate change.



- **Thriving economy:** Work to deliver this mission is focused on creating a resilient economy that works for everyone. This work involves enabling businesses to create jobs to support local people and create aspiration in our communities.



Adur District Council Priorities

○ Thriving People

A very significant focus of the council 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 by the council through a 'Cost of living Roadmap' including 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 it's 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.

The council has maintained its commitment to providing 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. Work to implement the revised corporate debt policy is ongoing improving support for residents experiencing

financial vulnerability by creating fair debt recovery arrangements, and effective signposting for those in need of further support.

The organisation, with Worthing Borough, has continued to invest in its Proactive Programme that enables the council to identify and help households with low financial resilience before they experience difficulties (see details below). As part of this preventative approach, the council has continued to invest in the delivery of its Health and Wellbeing Strategy, enabling its communities to thrive, focusing on improving resilience in our communities and our workforce. The council's social prescribing service is progressing well providing residents with a safe place to get support around health and wellbeing. There have been increases in the numbers using the services including residents seeking help with mental health, social isolation, finances and housing. This work is complemented through the Wellbeing Hubs and Alcohol Service helping residents with a number of concerns including alcohol consumption, weight management, eating healthier, mental health needs, feelings of isolation, money worries and bereavement.

The pandemic and the ongoing impacts of the cost of living emergency have affected young people in many ways and 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. Additional resources are being sought to support this work. In the past 12 months the Local Community Network (LCN) that oversees the delivery of mental health partnership services for young people has developed the focus of its services around the impact of the cost of living including mental health, safeguarding, food and physical activity.

Work to assist people back into work, whilst also helping to address wellbeing issues such as debt, mental health, domestic violence, vulnerable housing and addiction has been ongoing. The development of the service is underway to ensure our 'good work' approach supports those affected by Domestic Violence. Some delays in this work have been experienced and the council is addressing these with our partners, including DWP. During this time the council has also been actively working to ensure successful implementation of the Community Safety Partnership Strategy and a review into the effectiveness of the Strategy and the funding formula for Safer Community Partnerships is progressing well.

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](#).

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. Work with the Regulator of Social Housing is progressing well and is on track. The delivery plan has been approved by the regulator and has a focus on the Home standard, providing 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. Detailed performance management of this work is being overseen separately by [JAGC](#). Linked to this improvement work and in conjunction with Worthing Borough the council is making good progress in reviewing and agreeing a new Housing Strategy, which will include the Homelessness Prevention and Rough Sleeping Strategy.

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 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 has been delayed but is now back on track and will be completed in 2024. 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 planning permission work is progressing at West Sompting to deliver 467 dwellings.

The Council continues to develop its small sites programme continues providing, affordable rent levels, with rents set at or below the Local Housing Allowance. Two other schemes have begun, both in Lancing, which will provide 2 and 3 bedroom homes. The council is also 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.

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 of the majority of the estate 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. To support the overall place in Southwick, the council, in partnership with WSCC have delivered an upgraded public realm experience at Southwick Square.

The council's focus on reducing rough sleeping and homelessness has continued at pace as we seek to meet the challenges of increased demand. In Adur the demand for Temporary Accommodation has risen by 98% over a three year period. By March 2025 it is projected for a further rise of 42%. Nightly average cost of accommodation is £42 per night (September 23) and the shortfall between Local Housing Allowance (LHA) - rate we can claim - and market rents for a 2 bed property is £321.00. The council has 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. The council's 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. The council is seeking to increase its stock of housing for Emergency and Temporary Accommodation including the scheme planned for South Street, Lancing.

- **Thriving Places**

The council has continued to develop its place based approach of working with local communities and stakeholders. Partnership work with WSCC on the Adur Growth Deal is progressing well, aiming to attract investment and combine resources to deliver local economic growth, enabling the

development of new homes and creating employment opportunities and community facilities.

In Shoreham the priority continues to be focused on 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 has been another area of priority. In Southwick investments have continued in the town centre and the Southwick Square regeneration project has been completed, delivering significant public realm improvements.

In Sompting and Lancing work continues to better link the station to the sea and through the 'Lancing Now and into the Future', a resident engagement process, a shared vision and set of priorities has been developed. With delays regarding Levelling Up Round 3 the council is reviewing funding options with WSCC Growth Deal investment to deliver these outcomes. Following some delays with contractors, the council is also working to ensure the development of New Monks Farm and the new country park provides another opportunity to create opportunities for Lancing and the surrounding area. For Fishergate 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. As part of this work a Youth Investment Fund application has been submitted.

Work to further develop neighbourhood and place based working, including the development of roadmaps for improvement and renewal for Shoreham, Sompting, Lancing and Fishergate will be delivered through the organisational redesign in 2024. Work to update the Local Plan is progressing but there have been some delays caused by legislative changes and further delays with surveys being undertaken by contractors.

The council has continued to work in partnership with South Downs Leisure Trust to improve the facilities and opportunities available at our two sports centres and Adur's Swimming Pool. Work has also continued to support community groups, clubs and societies in the provision of leisure and sports facilities across our parks and open spaces. Work to transform Shoreham's Buckingham Park sports pavilion into a modern facility for the community is progressing well and at pace. The council is also continuing to work with the Russell Martin Foundation to bring Southwick Football Ground back into use

as an important local facility. Increased costs associated with this work are being considered as part of the capital programme for 2024/25.

In partnership with Worthing Borough, the council is progressing a Parks and Open Green Spaces Management Strategy helping to re-nature our green and open spaces, making them cleaner, greener and safer. Work with WSCC and other partners to protect exposed sites to illegal encampment is ongoing and generally progressing well. The Council is actively supporting a number of tree planting initiatives including new street trees where communities help to fund, water and take care of them.

- **Thriving Environment**

The council declared a climate emergency in 2019 and produced a carbon reduction plan to guide action, with multiple projects delivered by successfully securing external funds. The council secured £1.7m of Public Sector Decarbonisation Scheme funds and through these resources 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. This is a significant area of work and further work is needed across Adur Homes and in the private sector which will be addressed through the Housing Strategy.

Working with support from Ricardo, a fleet strategy is being developed to decarbonise and future proof our fleet, charging and maintenance facilities. The council is working in partnership with WSCC to install EV on-street charging points across Adur. The Bike Scheme was extended in Adur in 2023, delivering hubs in Shoreham, Lancing and Southwick.

The Sussex Bay initiative, created and led by the council in partnership with Worthing Borough, continues to build strong momentum, increasingly recognised nationally as an exemplar. Stretching along the entire Sussex coast, the project is actively unlocking funding to support kelp and other habitat research, development of nature financing models, innovation in marine regulation through a UK first support partnership with The Crown Estate, support for small boat fishing communities and a range of community participation initiatives including citizen science. 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.

Work is progressing 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.

Delivery of key components of our waste strategy have been on hold pending delayed government announcements and funding for the new requirements set out in the Environment Act. Following recent announcements this work is now being developed, working towards the development of our own Waste & Resources Strategy and implementation of the requirements set out including residential food waste collections, which will be subject to funding. Other initiatives in progress or completed include the introduction of kerbside collection of electrical items, and more recently vapes; the launch and promotion of the Waste App, making it easier for residents to engage with the service; increasing 'recycling on the go'; submissions of funding applications for community composting and ongoing communication and engagement campaigns.

- **Thriving Economy**

The place based approach being undertaken by the council 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. 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. Our pioneering investment in gigabit ultrafast infrastructure continues to be rolled out with CityFibre but there are some delays at present with a subcontractor that are being progressed. Funding for the Citizen WiFi at the Shoreham Town Centre is being sought.

Markets are a key feature of Adur's places and 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

past 2 years with the ambition to further grow the trader base to provide a greater variety of local produce.

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.

Development at New Monks Farm has reached an advanced stage with 174 new homes constructed and work underway on remaining phases underway. The new Country Park is being established before opening to the public. Following some contractor delays, the new road system to support the Airport and access to wider site is progressing and work is underway on the final arm leading from the new roundabout on the A27 to access Lancing College and Coombes Road. At Shoreham Airport work is underway on the construction of 25,000 sq metres of commercial floorspace.

In Lancing the 'meanwhile use' for the Old police Station called Fabric, in partnership with FreedomWorks is progressing well. Over the past year, Fabric has supported 'Lancing Now and into the Future', a resident engagement process that has created a report and number of aspirations for Lancing. These aspirations are now being used to help guide renewal and regeneration projects for the village and associated funding applications. With delays regarding Levelling Up Round 3 the Council are reviewing funding options with WSCC Growth Deal investment to deliver these outcomes.

Worthing Borough Council Priorities

- **Thriving People**

Through a focus on participation and engagement the council has commenced an ambitious programme to become a 'Council for the Community', tapping into the enormous capability and enthusiasm seen across the Borough's communities to work with the council on identifying issues and priorities and being part of the solutions required. Work

undertaken includes establishing the new Worthing Joint Strategic Sub-Committee enabling the Council to better focus on the issues and interests of the Borough, helping to open up democracy and better share decision making. The council continues to support delivery of an ongoing Big Listen process aimed to listen to residents, in many different locations, sharing different ideas across every area of council activity.

Alongside the Big Listen process the council has also undertaken a number of Big Clean-Up events focusing on the town centre and seafront. Through this approach the Council has worked with the Worthing Town Centre Initiative, local businesses, residents and community groups, identifying problems and areas that need improvement, and supporting the community in getting them cleaned up.

Some areas of work are yet to start and have been delayed, for example identifying resources for local communities to direct, because of funding constraints in 2022/23. These actions will be reviewed and progressed as a part of the budget setting and organisational redesign process. Work to open up and engage communities in the allocation of CIL funding has been transformed and is progressing well.

A very significant focus of the Council has been to respond to the cost of living crisis affecting every household in the borough. During 2022 and 2023 inflation has been at its highest for many decades and has most visibly been seen in the sharp rise in energy bills and food prices. In response to this crisis the Council declared a 'Cost of Living Emergency' in July 2022. Subsequently a strategic partnership was established and a road map developed with this group and agreed by Worthing Joint Strategic Subcommittee. The road map has during this time delivered around the following priority areas for action:

- Support our food banks as the frontline of community action
- 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.

As part of this work the Council in November 2022 adopted a new corporate debt policy which provides the framework for the identification of residents experiencing financial vulnerability, sensitive and fair debt recovery arrangements, and effective signposting for those in need of further support.

Additionally, following a consultation exercise, the Council agreed that from April 2023 the £5 minimum Council tax charge would be completely removed. These changes, combined with other improvements including changes to make it easier for residents to claim Council Tax support when they apply for Universal Credit, have delivered meaningful financial support for our low income and most vulnerable residents.

The Council, during this challenging context, has sought to continue improvements to wellbeing and community safety, helping to make Worthing a seaside town to start well, live well, and age well in. The Council has been working to ensure Health and Wellbeing is a golden thread through all activities and as such is properly integrated into policy development and service delivery across the council.

Through the Big Listen Campaign, other engagement opportunities and information gained through data sources, have been actively adapting the existing strategy to ensure it is able to progress and address gaps in provision and ensure our services meet the changing needs of our diverse communities. For example, multidisciplinary working has been strengthened between the council's Social Prescribers, OneStop Employment and money advice services and other customers facing services, to further improve support for residents in accessing support and advice around mental health, weight management, addiction and social isolation.

The council has in addition, continued to develop and improve engagement with its communities and through this, improve the collection of data and information about community assets and needs. Findings from the Big Listen Campaign and the Census, have started to give the council unparalleled insight into its communities, helping to inform and guide work with all communities.

The Young People's strategy for Worthing has been agreed and work to support its implementation progresses in collaboration with Adur District's own plan. Resources to support this work are being sought. The council's work on establishing neighbourhood working is being further reviewed and developed through the organisation review process. During this time the council has also been actively working to ensure successful implementation of the Community Safety Partnership Strategy and review into the effectiveness of the Strategy and the funding formula for Safer Community Partnerships is progressing well.

The Citizen Services Cabinet Portfolio at Worthing Council was established to bring together key service areas linked to housing and entitlements, including homelessness prevention and homeless services provision, revenue and benefits and Council Tax Support, and customer service teams. In bringing these services together, under a single cabinet portfolio, the council has sought to improve support for residents through better service integration and increased focus on prevention through its work on Proactive; getting upstream of problems before they arise wherever possible.

The Working Age Council Tax Support (CTS) schemes for the Council has been amended and as of April 2023 the majority of citizens who claim Universal Credit will not be required to complete a separate CTS claim form, helping to ensure residents get the right support as quickly as possible. The Corporate Debt Policy, introducing further proactive and supportive approaches has been reviewed and adopted.

With regard to housing, work is progressing well in this area despite significant housing challenges. In Worthing, demand for Temporary Accommodation (TA) has risen rapidly, with the numbers of households in TA rising by 157% over a three year period. By March 2025 the council projects a further rise of 38%. Nightly average cost of accommodation is £49 per night (Sept 23). In Worthing the shortfall between Local Housing Allowance (LHA) - rate we can claim - and market rents for a 2 bed property is £578.00.

Work to address these housing challenges has been significant and includes a number of new schemes and proposals. In Marine Place for example we are developing five one-bedroom and studio flats, at Victoria Road seven one-bedroom flats and four two-bedroom flats are planned and at 5-7 High Street and 52 Ann Street plans are in place to develop eight self-contained temporary and emergency accommodation flats. Working with Worthing Homes, the council has also secured a grant to build 34 new homes, communal rooms for group therapy and a homelessness drop in centre.

Our work, including the production of a new Housing Strategy in 2024 to help address the situation is progressing but challenges remain. Good progress is being made with regard to Worthing directly developing local provision but there are some delays in improving provision with partners and whilst our Open Doors Scheme continues to perform well it is limited by market availability. The council is seeking to progress the better planning and management in the borough of HMOs and resourcing from the shared prosperity fund is being sought to support this work.

- **Thriving Places**

Progress in this area has been very positive including for example the development of Worthing Culture and Leisure Principles, the launch of the Worthing Festival and the establishment of a more effective commissioning relationship with Worthing Museums and Theaters (WMT) and Southdown Leisure. Work with WMT has included seeking to improve the cultural offer of the trust to hard to reach communities and clarifying and agreeing outcomes and performance indicators and making these available to the public.

The council, with its partners continues to support a Time for Worthing and work with partners such as Experience West Sussex to improve the modern visitor experience in Worthing and as part of this approach support the development of new opportunities, including the exploration of how a new accommodation mix can be provided to encourage overnight stays. The Festival of Worthing – showcasing music, dance, art, heritage and comedy in June 2023 was very successful bringing 14,000 visitors to the town centre over 9 days and a repeat of the festival is planned for 2024.

Work to improve sustainable travel across the borough is progressing, including partnership work with the county on the Growth Deal, bus network development, refreshing the Local Cycling and Walking Infrastructure Plan (LCWIP), supporting safe school street improvements and planning for a 20 mph community consultation exercise for neighbourhood streets to improve safety. In addition, the Council has delivered on its commitments to deliver an expanded bike share scheme. Some work streams whilst progressing are experiencing some delays, for example 20 mph consultation, as the councils seek to secure external funding or partnership agreements.

Work to support the beach and seafront continues with Worthing in 2023 achieving the highest standards of beach management for the sixth year running for the seaside award. Work continues to obtain bathing water designation for Goring Gap and Beachhouse Park. The Council is continuing its campaign to prevent Persimmon Homes building 475 homes on 20 acres of land at Chatsmore Farm between Worthing and Ferring with the public enquiry starting on the 6th of February 2024.

Work to transform Montague Place into a green and welcoming community space continues as part of the councils' work to create and maintain a safe, green and welcoming town centre for local communities and visitors to enjoy all year round. The scheme is being developed in partnership with West

Sussex County Council via the Growth Deal, and participation events have been undertaken with stakeholders including residents, access groups, businesses and community groups, to shape the designs. The council is marketing the Grafton car park as part of a wider piece of work to transform the area for new homes, as well as enhanced leisure facilities, commercial units and green spaces. Work to create better and more accessible toilets in the heart of Worthing town has been delivered with more than £300,000 spent transforming the aged public toilets at High Street car park into modern and accessible facilities for the community. Work on Brooklands Park (including a new play area) has progressed with the opening of the new Brookland Park centre. The Buckingham Road car park has benefited from extensive refurbishment and additional car parking is being developed as part of the Worthing Integrated Care Centre development.

The CIL programme investment (£577,000) is making a significant impact on the borough's communities and places. The successful applications were chosen by community assessment panels at venues in the four areas of Worthing that were eligible for funding. The panels were made up of Worthing Borough Council members and community representatives. Improvements and redevelopment, including new multi-use games areas at both West Worthing Park and Durrington High School and enhancements at Malthouse Way playground in West Durrington. Funds have also been allocated for an artificial cricket pitch and practice nets at Castle Northbrook Sports Club and community skateboard lessons in Durrington. Art and culture in the town has also been supported with support given to a choral society and community gospel choir as well as the Worthing Theatre Trail and the creation of a new heritage trail in Durrington. Projects that open up access for more residents in the town have also been supported, including allotments for people with disabilities and better access to the arts for Worthing's deaf community.

In West Durrington, the council, along with housebuilders Persimmon Homes, Taylor Wimpey and Vistry Homes have hosted a series of events to find out what facilities the community would like to see built on the land to the north of Fulbeck Way. Following delays, including the pandemic, a series of engagement events has been held to develop the scheme, including the size and design of new allotments, the potential for a community garden, whether junior-sized football pitches are preferred, seating and scope for community events and the type of play equipment children and young people want to use. The scheme is currently with planning and once approved will be progressed by the developers.

- **Thriving Environment**

In March 2023 Worthing Cabinet approved and adopted a new set of principles governing climate emergency actions in Worthing. The approach has supported further organisational work, while building new partnerships and networks with other “anchor institutions”, local businesses and communities in pursuit of ambitious area-wide targets.

Work across a wide portfolio of schemes is progressing well, including the world class Sussex Bay initiative being delivered with Adur District that is seeking to restore coastal habitats, creating enormous opportunities for our coastal communities in terms of new local jobs in fishing, aquaculture, recreation and tourism. The council's work to develop a Heat Network is progressing well through its partnership with Hemiko which should once complete deliver carbon savings in excess of 3,000 tonnes a year. The Council is continuing its work on the Carbon Neutral Plan, including securing £3.1 of Public Sector Decarbonisation Scheme to date to improve the energy efficiency and reduce carbon emissions across the corporate estate. As part of the Council's forward planning work, heat decarbonisation plans have been developed for all corporately maintained gas-boilers (including leisure centres and community centres), fleet and work is ongoing to evaluate options for reducing emissions for the crematorium. For housing this is a significant area of work and further work is needed which will be addressed through the Housing Strategy.

The council's work to ensure parks and open spaces are well managed, accessible and improve biodiversity is progressing well. With residents and stakeholders we are developing a green, community focused design for Montague Place Gardens. The council's street tree planting work is progressing well and the toilets at the high street multi story car park are complete. Work to decrease waste and increased recycling is progressing well through the use of new App and communications campaigns and work to keep the town centre and showing parades clean and well cared for remains a key priority.

As described above for Adur, delivery of key components of our waste strategy have been on hold pending delayed government announcements and funding for the new requirements set out in the Environment Act. Following recent announcements this work is now being developed, working towards the development of our own Waste & Resources Strategy and implementation of the requirements set out including residential food waste collections, which will be subject to funding. Other initiatives in progress or completed include

the introduction of kerbside collection of electrical items, and more recently vapes; the launch and promotion of the Waste App, making it easier for residents to engage with the service; increasing 'recycling on the go'; submissions of funding applications for community composting and ongoing communication and engagement campaigns.

The council has continued to work with partners to strongly challenge Southern Water to eliminate sewage dumping in our rivers, streams and sea and is working with assistance from citizen volunteers to gather data and resubmit applications to DEFRA for new additional bathing designations.

- **Thriving Economy**

Worthing Council is working to develop an inclusive, resilient economy which provides stability, high quality opportunities for all and a social safety net at its core. In December 2022 the council agreed new economic principles for Worthing reflecting the vision of the Council to be fair, green and local. As part of this work is underway with partners to develop a local regenerative economic model called the 'Worthing Way' to drive and steer this work going forward.

In adopting this approach the Council in 2022/23 has prioritised listening to its residents in order to meet their aspirations for regeneration in a way that protects the environment, mitigates climate impact, provides homes and responds to the cost of living crisis.

Existing and future developments have and continue to be carefully reviewed, to ensure developments enhance the environment, reflect the creativity and heritage of Worthing, as well as providing the housing and amenities that our town requires. Work to explore options for the restoration of the Lido is ongoing. Other areas of progress include:

- Improving green inward investment by actively working with local businesses, the Worthing BID and others to support start ups and encourage more networking and collaboration between businesses, communities, the council and Not For Profits.
- Work to ensure the Decoy Farm development supports the growth of green businesses.
- The development of a better partnership with BOOM Community Bank helping to ensure residents experiencing financial hardship are able to get the help they need.

- Work continues on options around the creation of a car-free town centre and seafront, with a new network of pedestrian and cycling routes providing safe and easy access.
- The continued roll out of Cityfibre gigabit network (some delays because of subcontractor issues)
- A number of Big Clean Up events have been held where the council has worked with residents, business and the TCI to improve environmental quality in key locations.
- Plans are progressing regarding the development of Teville Gate with Homes England and the development of Union Place is progressing in partnership with local communities.
- Work on plans to support Colonnade House, putting it at the heart of the creative economy of Worthing, are progressing well.
- Work to improve the edge of town areas through public realm interventions, for example through CIL contributions (described above) are also progressing well.
- The production of the night time economy plan will be started in 2024 and work to ensure the town centre is clean and well maintained continues as a priority.
- The Worthing Integrated Care Centre (WICC) development continues and once opened will provide a new model of integrated care for the borough (as well as a new car park facility).

Adur and Worthing Councils: Shared Priority Areas

In addition to shared services both councils are focusing on the building of a number of shared organisational capabilities. Excellent progress has been made in a number of shared areas including strengthening of partnership working, accessing external funding, improving parks and green spaces and the development of sports and cultural activities. Delays in some areas, for example delivery of youth strategy work, are as result of time needed to secure additional funding. Others delays for example gigabit rollout are as a result of subcontractor issues whilst other delays are because the actions are to be part of the wider organisational redesign planned for 2024. Of particular note are the following areas:

- **Digital:** The councils continue to invest in digital technologies in order to improve our customer experience and increase organisational resilience by improving process design and effectiveness. This work is set to be accelerated through the planned organisational design process in 2024.

- **Data led practice:** As part of the organisational redesign the councils will further develop their internal planning and prioritisation capabilities and develop performance dashboards to support delivery ambitions.
- **Shift to proactive:** The councils' proactive and preventative work is to be part of the organisational change process, redesigning frontline services. The councils will as part of this work in 2024 be designing more capacity into teams to enable them to become more proactive in their approach to citizens that need help and support early, to enable them to manage and become more resilient. As part of the organisational design process the councils are working alongside community partners, to develop neighbourhood based working.
- **Reviewing Assets:** Progress to undertake a structured review of all of council assets is underway with a view to determining how best they can be utilised to support local communities. Where this work involves partners the work is more complex and takes time.

5. Engagement and Communication

- 5.1 The Chief Executive, the Corporate Leadership Team and the wider staff leadership team have been working collaboratively together in order to design the new corporate plan for the organisation. The Leaders and Cabinets of both councils have also been involved in the process of developing the plan to ensure the distinct and shared ambitions of both councils can be seen and effectively delivered through the new framework. Work to further engage the staff with the plan is underway, helping to ensure organisational priorities and ways of working are shared and understood.
- 5.2 Data, information and feedback from our communities, residents and businesses has been used to inform and shape the plan and the draft performance management framework. Ongoing participation work and the use of data will keep this process live and help the ongoing review process of the plan.
- 5.3 Further work on the performance management arrangements will be undertaken to help ensure residents can access, understand and engage with the information and data. This work will enable the councils to frame conversations with communities and partners about our priorities and intent, including service design and budget setting work.

6. Financial Implications

- 6.1 There are no unbudgeted financial implications in this report.

6.2 Monitoring progress against performance measures is a key element of the councils performance and risk management approach; any financial risks or resource requirements will be identified as a result.

7. Legal Implications

7.1 Under Article 6 of the Councils' Constitutions, the Joint Overview and Scrutiny Committee may consider all performance, resource and corporate governance issues.

7.2 The Corporate Plan forms part of each council's policy framework as approved by Councils. Decisions of Committees or officers are required to be consistent with the corporate plan. The plan and its performance management helps the councils deliver their shared and distinct priorities, whilst also complying with best value duty under the Local Government Act 1999.

7.2 Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

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

Background Papers

- [Worthing Borough Council New Priorities](#)

Worthing Joint Strategic Sub-Committee (Item 6) - 13th June 2023

- [Adur District Council New Priorities](#)

Adur Joint Strategic Sub-Committee (Item 9) - 27th September 2023

- [Our Plan](#)

Joint Strategic Committee (Item 5) - 11 October 2022

- [Our Plan](#)

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Sustainability & Risk Assessment

1. Economic

1.1 Thriving Economy is one of the four Missions identified in Our Plan and the performance information presented in this report helps inform the direction and prioritisation of the councils' work with regard to economic development across Adur & Worthing.

2. Social

2.1 Social Value

2.1.1 Residents and communities are central to Our Plan's development and delivery and 'Thriving people' is one of the four Missions identified in Our Plan.

2.1.2 One of the three overarching principles in the plan is Participative, and progress updates are provided describing how the councils are seeking to work more closely with citizens, involving them in deeper and more meaningful conversations about service design and delivery. Focused on collective outcomes and better use of cross sector experience, capacity and assets.

2.2 Equality Issues

2.2.1 The councils are subject to the general equality duty set out in section 149 of the Equality Act 2010. This duty covers the following protected characteristics: age, gender, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation.

2.2.2 In delivering Our Plan the councils must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups

2.2.3 The participative principle describes the councils' commitment to providing truly inclusive services by listening to underrepresented voices, creating equal access and meeting our equality duties.

2.2.4 Given the breadth of Our Plan and draft performance management framework and the complexity of relevant protected characteristics and their intersections it is not possible to analyse all the impacts of the plan in relation to legally protected characteristics. However, the council's legal duties (Equality Act 2010) have shaped the development of the plan and the performance management framework and will inform its delivery, in relation to eliminating discrimination, advancing equality of opportunity and fostering good relations. An equality data improvement project is underway to support this work.

2.3 Community Safety Issues (Section 17)

2.3.1 The councils are committed to the promotion of communities as safe places. Our Plan and the draft performance framework will progress the delivery of the councils' community safety commitments by strengthening working partnerships with the Police, communities, businesses and multidisciplinary teams across the council.

2.4 Human Rights Issues

2.4.1 The performance information and data set out in the report will enable the councils to identify solutions with other partners that will enable our residents, communities and neighbourhoods to flourish.

3. Environmental

3.1 Thriving Environment is one of the four Missions identified in Our Plan and the performance management framework seeks to track activity on prioritised issues of achieving net zero carbon, resilience to climate change and increased biodiversity by restoring natural habitats and creating a circular economy by minimising waste and keeping materials in use. Other Missions can be seen to be supporting the Thriving Environment mission, for example Thriving Places includes making sure our places are designed for people and nature, they are clean, safe and feel looked after.

4. Governance

4.1 The importance of performance management has been set out in several government documents, such as the Local Government Act of 1999, requiring that services are: 'responsive to the needs of citizens, of high quality and cost-effective, and fair and accessible to all who need them'. There is also statutory guidance on 'best value duty' (2011 and 2015), where authorities are under a general duty of best value 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'.

- 4.2 This report provides the committee with an overview of Our Plans Draft Performance management Framework and will be further reviewed by each council's Joint Strategic Sub Committee.