



ADUR DISTRICT COUNCIL

Adur Joint Strategic
Sub-Committee
29 September 2022

Key Decision [Yes/No]

Ward(s) Affected: All

Priorities for Adur District Council

Report by the Chief Executive Officer

Officer Contact Details

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Executive Summary

1. Purpose

- 1.1. Adur District Council has a strong and highly successful track record in delivering quality public services, building new homes and transforming greenspaces, even in the most challenging of times.
- 1.2. In coming to the end of the current planning cycle, this report sets out the plans and ambitions of the administration going forward, through 2022/2023 and beyond. Additional reports enabling the delivery of specific ambitions identified in this report will be prepared and brought to Members for agreement at later meetings, as required.
- 1.3. The plans for delivery in the 2022/2023 financial year will be resourced through existing budgets. Resources for the following financial years will be identified through the Medium Term Financial Plan and the Annual Budget setting processes for 2023/24.
- 1.4. The plans described in the report have helped shape and will be delivered through the new joint delivery plan, currently being developed with Worthing Borough Council, for consideration at the October Joint Strategic Committee.

2. Recommendations

Members are recommended to:

- 2.1. Note the strong progress made over the past three years, including the successful delivery of services through the pandemic.
- 2.2. Note and approve the plans for change and delivery set out in the report.

3. Context and Background

- 3.1 Adur District Council has over the last 3 years, through 'Platforms for Our Places', successfully delivered a wide range of quality public services, ranging from waste and recycling to health and wellbeing, economic regeneration and the provision of new and improved housing and greenspaces. Much of this work has been undertaken during the global pandemic impacting every area of the organisation and the communities it seeks to serve. The impact of both the initial crisis and the complexity of the recovery period, including inflation and rises in the cost of living, are set to continue for some time, creating increased and changing demands on the council and the communities it serves.

The Council in undertaking this work has recognised that it cannot and should not do everything for everyone. The role of the district council (as well as providing great services and vital safety nets) is to create and maintain the opportunities and resources upon which our communities can develop and thrive.

- 3.2 Our investment in community infrastructure and public participation during this the period has developed well, enabled by our new Health and Wellbeing Strategy, including our work in supporting and developing food banks, money mentors and our wellbeing hubs. Our acquisition of the Lancing Police station to create 'Lancing Fabric' has created co-working space and offices and for the community to collaborate and support each other. We are proactively working with the Sussex Police and our community safety partners in the delivery of our new Safer Communities Strategy. Key areas of focus include better support for minoritised communities and actions that tackle violence against women and girls. In light of ongoing challenges, significant additional

focus has and will continue to be made to reduce youth offending and associated anti-social behaviour (ASB).

- 3.3 The council has also maintained a focus on jobs and skills, promoting confidence in our places, and attracting very significant levels of investment that have helped to protect, support and enable our local businesses and keep residents in employment. We have reached several major milestones on a series of significant major projects delivering, for example, much needed local housing.

We have also sought to maintain our high streets, markets and visitor economies, ensuring for example planting is well maintained and the streets are kept to high standards of cleanliness. As part of this, planting schemes continue to be reviewed and we have introduced new drought resistant varieties of plants.

- 3.4 We have also continued to benefit from investment supporting the council's focus on encouraging collaboration with communities and partners, the improved use of data, more effective application of digital solutions and multidisciplinary working when addressing complex, cross cutting issues. Our multidisciplinary Proactive Programme is the cornerstone of this approach where we are able to identify and better support households with low financial resilience.

- 3.5 The council's leadership on sustainability is amongst the very best in England and includes a wide number of pipeline projects to help decarbonise the district's estate and offset remaining carbon emissions. For example we have secured Public Sector Decarbonisation Scheme funding to deliver £2m of capital projects identified as part of the Carbon Neutral Plan for Adur Homes. The council has in addition continued to work with Ricardo, Shoreham Port and the Greater Brighton Economic Board as a centre of hydrogen fuel innovation and production. The Adur River Project, New Salts Farm restoration and our wider Sussex Bay initiative will restore blue and green habitats and create significant opportunities for Adur's coastal communities.

- 3.6 The council has successfully delivered these services and activities during a period of significant ongoing financial uncertainty, with planning assumptions requiring frequent revision and updating. During the pandemic for example, there have been significant challenges with reductions in income (e.g. car parking) and increases in expenditure (for example, homelessness and emergency community support). In addition, we are now having to manage

pressures created by inflation that are significantly affecting staff and service delivery costs.

- 3.7 A key area of focus for the council going forward is to ensure our residents, communities and businesses are more resilient and have what they need to thrive. The experience of the pandemic has shown us that building resilience is about actively working to ensure our communities and services are able to respond and be adaptive to the unexpected, whilst also developing capacity to change and improve as a result. For example by improving skills, residents are able to access better paid and more secure employment; in making different choices around greenspace and housing provision we can build much needed homes, secure more biodiversity and reduce impacts on climate change; and in supporting improved wellbeing, residents are better able to avoid the need for medical and social care.

To build resilience we are also working differently, across our workforce, to find new and more effective ways of working and helping those most in need. We are actively seeking to remove unnecessary duplication and enable our staff to work creatively and ultimately more effectively in increasingly complex and difficult situations. Our expanding use of data and improved information gained through stronger collaboration and participation with our communities and partners continues to provide both the foundation and the directional steer in this approach.

4. Adur District Council: Our Place Based Approach

Our Places

- 4.1 Over the past 5 years significant progress has been made to improve services and deliver projects that have delivered much needed housing and improvements to green space. The proactive and collaborative approach of the council in undertaking this work has enabled the district to help residents and businesses thrive today, as well as ensuring our communities know prosperity and wellbeing tomorrow.
- 4.2 This approach has been possible because Adur is a place of community action where people help each other as well as helping themselves. There are numerous examples described above, including Fabric in Lancing, but also the work of the strengthened food network as we seek to support people who are really vulnerable.

- 4.2 The story of Adur, is in many ways 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.
- 4.3 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. In general terms we anticipate the following overall approaches in each place to be as follows:
- For **Shoreham** the priority is very much 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.
 - 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 we have already done in Southwick Square and starting to draw in the regeneration of the Southwick Estate, a major piece of regeneration in Adur.
 - **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 there is another opportunity to create opportunities for Lancing and the surrounding area.
 - For **Fishersgate** the key areas of focus is supporting the development of a 'civic campus' around Eastbrook Manor, able to meet the needs of the community now and in the future. Additionally, work is needed to ensure residents of Fishersgate are able to benefit from the growth and energy of Shoreham Port which is just on its doorstep.

We will undertake 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.

5. **Adur District Council: Our Priorities and Actions**

- 5.1 Within the above model and approach, the council will seek to continue its delivery of excellent public services and deliver a number of key projects.

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 district. In accordance with requirements from central government, we are undertaking a review of the plan to ensure it remains relevant and to help the district address housing shortfalls. This review process will help the council to 'future proof' the plan around commitments made with regard to the declaration of a climate change emergency as well as proposed reforms to national planning guidance. 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.

Our Economy

- 5.2 **Economic growth** and the development of **employment opportunities** for local people will remain a key area of focus for Adur Council. This work will include bringing new business to the district and helping people gain the skills needed to secure employment. Through the place based approach described above, and supported by funds such as **Levelling Up**, work will continue in areas 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 and our pioneering investment in **gigabit** ultrafast infrastructure, making Adur one of the most digitally

connected places in the south east. 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.

- 5.3 If residents are to manage the challenges of inflation and the cost of living they are going to need to benefit directly from the opportunities being created in Adur and its places through regeneration. Information generated by our data capability, but also directly from DWP is helping us to better understand who needs additional support and this is informing our focus on **training and skills**. As part of this approach we will continue to develop our “**Good Work Programme**” that assists people back into work, whilst also helping to address wellbeing issues such as debt, mental health, domestic violence, vulnerable housing and addiction. Through our shared **Youth Hub** provision we will also focus on helping young people to secure employment opportunities.
- 5.4 **Markets** are a key feature of many of our places and they have been through a difficult period because of the pandemic and the associated lock down restrictions. We will continue to work with the traders to ensure our markets are able to thrive, bringing vibrancy to our high streets each month, whilst also providing local / independent businesses the opportunity to trade.
- 5.5 As described above, following the purchase of the police station site in Lancing, a ‘meanwhile use’ has been developed for the site called Fabric. **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. Going forward, we will use the opportunity that Fabric provides for engagement and participation to help inform our approach to **Levelling Up** in Lancing and to establish a long term future for the former police station and surrounds.

Our Housing

- 5.6 **Adur Homes** is a core priority for Adur Council and the improvements started in the past few years will continue and where possible, be accelerated through service redesign and significant capital investment. Work on the HRA budget continues as an area of priority for the district and progress is explained in the accompanying report on the agenda.

Our focus for the next period is on developing a long term sustainable strategy for Adur Homes which will enable us to act on our review of the existing state of the stock, continuing to deliver immediate maintenance remedies and put plans in place for future investment both in the short and long term.

- 5.8 A very significant project for Adur Homes is the improvements or redesign of the **Southwick Estate**. Funding has been secured for a project team which is working with residents to review options including refurbishment, improvements, infill, or partial or full redevelopment of the Southwick Estate. The delivery of the final scheme to be agreed with residents will be a major area of delivery and investment for Southwick, improving homes, open spaces and providing new jobs. Essential maintenance work in Southwick to address residents' concerns will continue to take place whilst this process is being undertaken.
- 5.9 In Shoreham we will seek 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. The project will see the main block at Ashcroft demolished and the bungalows on the site upgraded to meet modern standards of energy efficiency. We will in 2023 complete two new blocks of housing on **Albion Street** totalling 49 units, including homes at social rent and affordable rent levels. Our work at the **Civic Centre** will continue at pace having secure planning permission for 170 affordable homes in April.
- 5.10 Also in Shoreham the council will seek 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 and Hove City Council. A number of schemes are progressing to deliver homes for local people including at **Free Wharf and Kingston Wharf**. As described above, the council in progressing this work, will take 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 at **West Sompting** the developer will be starting on site building the first phase of 96 dwellings and delivering new sports pitches and open spaces.
- 5.11 Our focus on reducing **rough sleeping and homelessness** will continue at pace, meeting the challenges of increased demand. We will, where possible, seek to achieve an 'Everyone In' approach by working with a range of landlords to make offers of accommodation to everyone who is in need. This approach is 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.

Our Communities

- 5.12 The pandemic and now inflation and its impact on the **cost of living**, is affecting every resident in Adur. Inflation has reached a 40-year high and is forecast to rise further in the months to come, driving the cost of essentials up in every area, including energy bills, travel and food.
- 5.13 In response to this difficult situation a key focus of the council in the short and medium will be to help residents and our communities, wherever possible, including the development of a partnership based **action planning process** to address needs. Lessons learnt from the pandemic response will be used to better support communities and build resilience through this next period of challenge and difficulty.
- 5.14 To help us in this work we will continue to invest and seek to expand our multidisciplinary **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. As part of the overall 'safety net' offered we will continue to invest in our **OneStop "Money Coaches"** and we will seek to improve food security by continuing to support the development of a **sustainable food bank network** in Adur.

As part of our Proactive Programme we are also reviewing our approach to **debt collection**. In finding new ways of working we hope to both secure council income and support residents into financial wellbeing, reducing hardship and risk of homelessness.

- 5.15 As part of our proactive and preventative approach, we will continue 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

With a focus on building resilience, the following services and activities will be delivered through the plan, helping those struggling with the cost of living and the impact of the pandemic:

- **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.
- **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.
- **Local Community Network** - The delivery of mental health partnership services for young people.

5.16 **Sport and leisure** are essential components of health and wellbeing but also an important component of our open and green space provision (see below). The council will continue to work in partnership with South Downs Leisure enabling and resourcing the delivery of our large scale leisure offer in the district. We will continue to support community groups, clubs and societies in the provision of leisure and sports facilities in community settings, including Buckingham Park Pavillion and Southwick Football Club.

5.17 As part of the overall approach described above, we will continue to invest in the delivery of our **Safer Communities Strategy** which will be focusing on the Adur priorities, including:

- Reductions in public place violent crime with a particular focus on youth safety
- The reduction of harm caused by serious, organised and acquisitive crime
- Increased safety for vulnerable adults and children
- Improved pathways out of offending and reoffending
- Reductions in ASB and hate crime
- Better understand the experiences of minoritised communities
- Tackling violence against women and girls at every opportunity. As part of this commitment, we will actively work with partners to ensure our places are safer by design, seeking to embed these principles across our work and planning for the public realm.

Our Environment

5.18 Adur Council has declared a Climate emergency and is committed to the delivery of the **SustainableAW climate and nature plan**, helping to ensure

the council is able to meet its pledge to be carbon neutral for the emissions we control by 2030 and as a district to be net zero carbon by 2045.

- 5.19 We will, where possible, accelerate work to help **decarbonise** the council's estate and offset any residual emissions. We will use funding sources, such as the **Public Sector Decarbonisation Funding**, to deliver capital projects identified as part of the **Carbon Neutral Plan** work with Technical Services and Adur Homes. Projects currently being implemented through this approach include solar PV arrays at multiple sites, ground and air source heat pumps at Shadwells Court, Tollbridge House and the Shoreham Centre.
- 5.20 We will actively work with WSCC in increasing the number of EV charging points and we will also work with the county to further improve active travel options in the district. The council will continue to work with Ricardo, Shoreham Port and the Greater Brighton Economic Board and the newly established **Hydrogen Sussex Group** positioning Adur as a centre of innovation and production. We will explore how the Waste Team can utilise these emerging hydrogen fuel opportunities in their operational delivery.
- 5.21 The Councils' land acquisitions for nature restoration and community green spaces are among the most innovative interventions made in England by any local authority. These acquisitions include the purchase of **Pad Farm and New Salts Farm** ensuring these sites are preserved for the purposes of enhancing and protecting biodiversity, improving community access and contributing to carbon neutrality. This '**Adur River Project**' will enable the council to progress the restoration of estuarine habitats at pace with local communities, the Environment Agency, the Ouse and Adur Rivers Trust, Surrey Wildlife Trust, South Downs National Park and Sussex Wildlife Trust. Funding for this project will be sought through a DEFRA landscape scale recovery grant. Linked to this and other work along the wider foreshore, we will also work with residents, business and other stakeholders to further improve **bathing water** areas and review facilities for residents and our visitors.
- 5.22 The Adur River project forms part of the **Climate Assembly** recommendation to drive forward the restoration and management of the kelp forest and other "blue" habitats along the West Sussex Coast. This work is being progressed through our **Sussex Bay Initiative**, which aims to bring partners together, and build the funding and governance infrastructure needed to make a real impact. The council will work to ensure the restoration of these habitats that will deliver significant opportunities for Adur's coastal communities, generating new local jobs in fishing, aquaculture, recreation and tourism. The project also

offers significant opportunities for the council to offset its carbon emissions as kelp and estuarine habitats are able to take up and store significant amounts of carbon.

- 5.23 In partnership with Worthing, Adur council will seek to prepare a **Parks and Open Green Spaces** Management Strategy helping to make the district's green spaces cleaner, greener and safer. 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**, such as Kingston Broadway, to illegal encampment. The council will seek to increase tree planting and we will improve **biodiversity** in our parks and open spaces. As part of this work we will build on a successful pilot scheme where residents identify locations for possible **new street trees** and then help to fund, water and take care of them.
- 5.24 **The Environment Act** sets out a number of significant changes to refuse and recycling and the council will actively engage with the forthcoming guidance on the new requirements. In the meantime we are progressing in a number of areas that should enable us to respond well to the new requirements of the Act. In partnership with Worthing, the council will start the development of a new **Waste Management Strategy**, incorporating resident and commercial feedback on options around general waste collection, recycling and food waste collection. The council will also undertake food waste trials to enable the authority to meet requirements set out in the Environment Act.
- 5.25 The council will actively work with West Sussex County Council to promote and develop sustainable transport options. This work will include the **Local Cycling and Walking Infrastructure Plan** helping to improve active transport options, improving affordability, reducing carbon emissions and improving air quality and wellbeing. With Worthing Council, work will also continue on the development of a sustainable **Bike Share** scheme for Adur.

Our Resources and Service Transformation

- 5.26 Like any well run and responsible council we have to cut our coat according to the cloth we have. The council has and will continue to manage this period of significant financial uncertainty through **prudent and careful management**, including generating income from services and investments but also through **service modernisation** and the use of digital technology. Our approach to financial management, developed through the Medium Term Financial Strategy, will seek to further increase organisational resilience. In undertaking

this planning the Administration will seek to minimise unnecessary additional financial burdens on households through Council Tax.

- 5.27 The council will revise and update its **constitution** in 2022/23, strengthening governance and improving opportunities for residents and community participation. We will make use of the facility to award the titles of **Honorary Alderman and Honorary Alderwoman**, in order to recognise the excellent public service undertaken by long standing past members of the council.
- 5.28 Work to design our new customer relationship management system with Worthing called '**Citizen Hub**' will continue and this will enable council teams to work more effectively together, improving customer experience end to end. Again with Worthing, our **Customer Service** team has continued to deliver excellent levels of service throughout this period and will be further supported in its leadership of the **Proactive work** described above, helping residents to develop financial resilience.
- 5.29 Through the council's **Good Services programme**, Adur will continue to improve service delivery right across the council. This work will include a focus on encouraging **collaboration and participation** with communities and partners, the better use of data and digital solutions and stronger **multidisciplinary** working when addressing complex issues. We will, as part of this work with Worthing, **digitise our Revenue and Benefits** service, undertake a pay review for lower grades, undertake an organisation wide **network and Wifi upgrade** and develop a new **Data Strategy** (through the data lead post). To support this work and release the potential of our staff, we will continue to invest and develop our **learning offer**, building organisational resilience.
- 5.30 We will also continue to invest with Worthing in our **WorkspacesAW** programme, enabling the council to deliver savings, improve services and reduce our carbon footprint. Our work to deliver best practice in **procurement** will also continue delivering best value, including social and environmental outcomes.

6. Engagement and Communication

- 6.1 As outlined in the report, engagement with our communities and partners has proved to be a critical success factor in the delivery of the council's core services, as well as programmes of additional activity and investment. This remains an important area of focus and area for continual development as we move forward.

6.2 Delivery of specific projects are communicated through the council's communications channels, press releases, social media etc. as appropriate.

7. Financial Implications

7.1 There are no unbudgeted financial implications in this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process and built into the council's capital and revenue budgets.

8. Legal Implications

8.1 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

8.2 S1 of the Localism Act 2011 empowers the council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation

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

8.4 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

[Platforms for our Place: Going Further](#)

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Sustainability & Risk Assessment

1. Economic

The priorities described in the paper will become one of the key documents informing the direction and prioritisation of the council's work with regard to economic development in the District. The plans for change and delivery for Adur District Council, described in this report, have helped shape and will be delivered through the proposed shared delivery plan being developed in partnership with Worthing Borough Council, for consideration by the Joint Strategic Committee in October.

2. Social

2.1 Social Value - Key areas of focus described in the paper include being responsive to the needs of the community through collaborative working with our communities and businesses. In response to inflation and increases to the cost of living, the council will work with residents, businesses and partners to address needs. Actions will include identifying how the district can help prevent households and businesses experiencing difficulties, as well as helping those who are already struggling. The Proactive project will, for example, enable the council to better identify those most in need of support and target support appropriately.

2.2 Equality Issues -

2.2.1 The council is subject to the general equality duty set out in section 149 of the Equality Act 2010. The council's legal duties (Equality Act 2010) have shaped the development of the plan, for example, objectives include building the capacity of our communities, engaging with them to find solutions that ensure that our services (and interventions) are designed to meet specific needs and address areas and issues of historic disadvantage and inequality.

2.2.3 Our experience of working with communities during the pandemic and now in the post pandemic period has deepened our relationships with diverse and often marginalised groups and we are seeking to actively capitalise on these new ways of working and new relationships to better understand and respond to those most in need.

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 with the Police and through multidisciplinary teams is in progress and will be strengthened.

2.4 Human Rights Issues

The services and projects set out in the report will enable 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.

4. Governance

This report provides the Committee with an overview of the progress that has been made by Adur over the past 3 years and sets out priorities for the council going forward. The plans described in the report have helped shape and will be delivered through the new joint delivery plan, currently being developed with Worthing Borough Council, for consideration at the October Joint Strategic Committee.