

The '*Surf's Up*' Programme - Update

Report by the Chief Executive

1.0 Summary

- 1.1 This report provides the Committee with an opportunity to review the progress being made in delivering the commitments contained in '*Surf's Up*' which was agreed by the Councils in December 2014.

2.0 Background

- 2.1 Building on Catching the Wave, "*Surf's Up*", set out a programme to develop the financial and social economies of Adur & Worthing and ensure that the Councils take the opportunities identified to develop their capacity further and faster as community leaders, efficient and effective providers of services and as Civic Social Entrepreneurs ensuring the long term health and prosperity of our areas.
- 2.2 As part of its Work Programme for 2015/16, the Committee has requested the opportunity to review the progress being made in delivering the commitments contained in '*Surf's Up*'.
- 2.3 Attached to this report is a copy of a report from the Chief Executive on progress with '*Surf's Up*' which was presented to the Joint Strategic Committee (JSC) on 7 July 2015. A further update on the progress will be presented to JSC in January 2016.

3.0 Proposals

- 3.1 The Committee is requested to consider the accompanying report and progress that has been made in delivering '*Surf's Up*' and consider if any further comments are required to be submitted to the Joint Strategic Committee. Any further updates on the progress being made will be provided by the Chief Executive at the meeting.

4.0 Legal

- 4.1 Section 111 of the Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their function.
- 4.2 Section 1 of the Localism Act 2011 provides the Councils with a general power of competence and empowers Local Authorities to do anything which individuals generally do.
- 4.3 All commitments within “Surf’s Up” should be carried out in accordance with the Councils’ policies and procedures including the Constitution, the Financial Procedure Rules and the Contract Procedure Rules.

5.0 Financial implications

- 5.1 There are no immediate financial implications arising from this report, although of course individual projects contained within Surf’s Up” may require funding which will be the subject of a separate report to JSC at the appropriate time.

6.0 Recommendation

- 6.1 The Committee is requested to note the progress which has been made in delivering the commitments contained in ‘*Surf’s Up*’ and consider if it would like to forward any further comments to the Joint Strategic Committee.

Local Government Act 1972

Background Papers:

Update report on ‘*Surf’s Up*’ to Joint Strategic Committee on 7 July 2015

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Schedule of Other Matters

1.0 Council Priority

- 1.1 Catching the Wave was approved by both Councils as a key strategic policy document in early 2014. “Surf’s Up” identifies a number of key deliverables required to ensure the policy aspiration of Catching the Wave is brought to fruition.

2.0 Specific Action Plans

- 2.1 As set out in “Surf’s Up”

3.0 Sustainability Issues

- 3.1 There are no specific environmental sustainability issues arising from the report. However the proposals set out are very much about organisational sustainability and how we ensure that the Councils grow and thrive as community leaders over the medium term.

4.0 Equality Issues

- 4.1 Again none specific to this report save that the Councils existing equality and diversity approaches will be applied. The three Wave Catchers are designed to benefit all sectors of the communities of Adur and Worthing and a number of the commitments will specifically target communities or areas where historic opportunities to grow and develop have not been as strong.

5.0 Community Safety Issues (Section 17)

- 5.1 None specific to this report.

6.0 Human Rights Issues

- 6.1 None specific to this report.

7.0 Reputation

- 7.1 A number of the commitments require considerable engagement and communication with stakeholders and communities in order to successfully deliver them. Our reputation as community leaders that work “with” communities and seek to avoid “doing to” communities, that seek to join up networks and enable businesses and communities to achieve great things will considerably enhance not just the reputation of Adur & Worthing Councils but, potentially, modern local representative and participative democracy.

8.0 Consultations

8.1 The Catching the Wave document itself was a product of well over 400 conversations with Members, external stakeholders, staff etc. “Surf’s Up” draws from those conversations and individual elements have been the subject of conversations with a variety of Members across both Chambers and a consultation with over 100 managers across the Councils.

9.0 Risk Assessment

9.1 As set out in Catching the Wave perhaps the biggest risk to Adur & Worthing Councils (and the communities we serve) is to do nothing at a time when the economy is moving into a different phase and our Councils financial base is reducing. Seizing the opportunities that will come about, leading our communities and continuing to develop our organisation to be able to adapt rapidly to environmental changes are the most significant ways of reducing the impact of this risk. In reality it is about seizing opportunity not ameliorating risk.

10.0 Health & Safety Issues

10.1 None specific to this report.

11.0 Procurement Strategy

11.1 None specific to this report, though as will be seen from Catching the Wave an enhanced strategic procurement (and potentially commissioning) approach will be vital for the future success of our organisation.

12.0 Partnership Working

12.1 A number of partners have been engaged in critical conversations that have led to the shaping of both Catching the Wave and the key priorities set out in “Surf’s Up”.

The "Surf's Up" Programme : A 6 month update report

Report by the Chief Executive and the Council's Leadership Team

1.0 Summary

- 1.1 This paper updates Members on progress against the commitments set out in "Surf's Up" (a 24 month programme of activity) approved by Joint Strategic Committee on 2nd December 2014. In December JSC requested regular 6 month updates on progress. JSC also asked that the "Surf's Up" document be designed in an engaging and eye catching way and that a "light touch, low cost but effective" way of tracking progress over time was developed.
- 1.2 The final designed version of "Surf's Up" was produced in January <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/> It has been widely communicated with staff, Members, key partners and via the Local Strategic Partnership and various networks at a regional and national level. Feedback overall has been very positive (with at times an honest degree of scepticism about the scope of the ambition) and has proved a useful declaration around which to mobilise our activities and those of partners.
- 1.3 Building on Catching the Wave Members will recall that "Surf's Up" <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/> set out a programme to develop the financial and social economies of Adur & Worthing and ensure that the Councils take the opportunities identified to develop their capacity further and faster as community leaders, efficient and effective providers of services and as Civic Social Entrepreneurs ensuring the long term health and prosperity of our areas.
- 1.4 "Surf's Up" does not contain everything we need to do but is an attempt to identify key priorities and ensure we focus time, energy and resource on delivering them. There will over time be a number of "new things" that emerge and other opportunities that we will seize if they are of value to our communities. What "Surf's Up" has provided so far is a useful way of "keeping us on track" and ensuring, when our resources are already stretched, that those resources are invested in the right things to achieve maximum value for our places. The previous JSC report on 2 December 2014 may be viewed at <http://www.adur-worthing.gov.uk/media/media.129572.en.pdf>

2.0 6 monthly update report

- 2.1 JSC has requested a 6-monthly update report to be able to assess our overall progress against the commitments. The Chief Executive (with the 4 Directors making up Councils Leadership Team) has been experimenting with the best way to track progress. This report aims to give a full and honest appraisal of progress on a number of strands of activity and will also cover some of the significant contextual changes that have occurred since December 2014. Members feedback on the approach, how useful it is and whether there is particular data that is missing, will be most valuable for our next 6 month report. The report tries to avoid a “state of the nation” tone whilst being as full and frank as we possibly can.
- 2.2 One of the key challenges has been to find a way of tracking progress that is not intensive of officer time or expensive new software packages. Following research by the new Head of Digital & Design we have begun using a free app “Trello”. The Trello Boards enable live updates of progress against each of the commitments and therefore real time access to information (rather than static “snap shot” reporting, which is very often out date by the time it gets to senior officers or Members). For this 6 monthly update, the Trello Board and reports are accessible via the link <https://trello.com/b/PqFkkv3q/surf-s-up-monitoring-report> It should be noted that there is information provided in some of the reports attached to the Trello Boards that is of a commercially sensitive nature and therefore at this stage we are not proposing that those reports should become broader public documents but are used for internal management purposes only. As we organisationally become more familiar with Trello our hope is that we can then extend their use to the broader public without stripping out so much data that they becomes less valuable. Again Members views on the Trello Board approach will be welcome.
- 2.3 Overall, as Head of Paid Service, I am pleased to note that significant progress has been made across a range of the commitments set out in “*Surf’s Up*”. Almost all have started, some virtually completed and, as could be anticipated, some have proved more difficult to make progress on than others. Rather than seek to comment on each and every commitment (the detail being available via the Trello Boards for those interested) my comments overall are broken down into the individual Wave Catchers.

3.0 Wave Catcher 1 : Supporting Wealth Generators

- 3.1 Notable progress has been made in a number of commitments including:-
- The appointment of preferred developers for both the Adur Civic Centre site and Union Place (with agreed timetables for planning processes)
 - The announcement of a new owner for Teville Gate
 - An agreement in principal to relocate Stagecoach to Decoy Farm
 - The creation of the Commit to Culture Partnership with an agreed Action Plan including development of a new Cultural Strategy, and an Audience Development Plan for the Councils (and the Places)
 - The appointment of a new Events Manager to lead an all year round Events Programme, including safe management of the Wildlife Festival in Shoreham and the creation of the Street Velodrome Cycling Event in Worthing

- Securing Coastal Communities Funding for a new arts based enterprise centre at Colonnade House
- The development of a new Visitor Economy Strategy (Working title “Underground Sussex”) with partners across the County.
- Agreeing the draft Adur Local Plan and Worthing Community Infrastructure Levy
- Significant work with West Sussex County Council on the creation of an Investment Prospectus for Worthing Town Centre to maximise the potential for inward investment in infrastructure and facilities
- Raising our profile and participation in the Coastal West Sussex Business Partnership, the Greater Brighton Economic Board and gaining greater engagement with significant local employers in the growth agenda.

3.2 Less progress has been made on some sites (e.g. Grafton Street car park and Worthing Town Hall car park - although we do have four developers preparing feasibility studies on the Town Hall car park site for possible joint venture options); our inability to secure Heritage Lottery Funds for a Costume Research Centre (working jointly with the University of Brighton and Northbrook College); the creation of a new Asset Management Plan and comprehensive Parking Strategy.

With the arrival of the new Head of Place and Investment in early June a number of the skills, business engagement and major investment work has received a new impetus and we can be confident that considerable progress against a number of these slower moving areas will be made over the next 6 month period.

Worthing Theatres had an increase in ticket sales of over 58,000 compared to the previous year. The Connaught Pantomime broke all records and with over 100 sold out shows throughout the year, 2014/15 was a year of real growth.

3.3 It is worth noting that Scott Marshall, Director for the Economy will be leaving the Council on 3 July 2015 and an offer was made to Martin Randall to become the new Director who will take up the post on Scott’s departure.

4.0 Wave Catcher 2 : Cultivating Enterprising Communities

4.1 Good progress is being made across a range of the commitments set out in “*Surf’s Up*” under the Enterprising Communities Wave Catcher. There are a small number of projects with deadlines in later 2015 (or 2016) where work has not yet started.

4.2 In the main milestones are being met and surpassed in some cases; for example:

- the setup and go live of South Downs Leisure Trust;
- the production of the Adur & Worthing Financial Inclusion Framework;
- the refresh and approval of the Fuel Poverty Action Plan;
- securing £100,000 grant funding to support the Rethinking Parks project, working in partnership with The Conservation Volunteers (TCV);;
- community development and capacity building interventions in the Think Family Neighbourhoods (particularly in Northbrook and Eastbrook);
- the delivery of the Digital Hubs in neighbourhoods to help tackle digital exclusion and improve employability prospects;
- the creation of the staff volunteering programme “V-Enterprise”
- the completion of the Adur Homes Business Plan, supported by the Adur Homes Management Board;

- securing DWP funding for an extension of the Adur & Worthing Work Experience role into 2015/16
- the continued development of the Adur & Worthing Employability Network, including a successful and well received “Making Changes” event in April 2015.

4.3 Work has commenced on a review of both Councils’ Participatory Budgetting schemes and community grant making arrangements. A first meeting has also been held with representatives of the voluntary and community sector (VCS) on the recommissioning of VCS services by the Councils and County Council from April 2016.

4.4 Areas that will require particular attention to progress will be the supply of good quality and affordable housing, preventing homelessness and supporting the development of our voluntary and community sector. The new Head of Housing has, since January, been undertaking a significant review of our operational and strategic capacity and is currently working to ensure that we have the ability to properly progress the agenda. Housing supply issues (including affordable housing supply) in both Adur and Worthing continue to be of real concern to residents and business alike.

4.5 West Sussex County Council having recently announced significant changes to its approach in Public Health and Wellbeing has asked Adur & Worthing Councils to lead some of the cross-county design work for a better Public Health & Wellbeing approach. Whilst at the date of writing this work is in its infancy, it would appear to give the real opportunity to build upon the strong local leadership provided in both Think Family Networks & the Wellbeing Hubs to ensure a stronger (and potentially better resourced) Wellbeing offer to our residents and communities.

5.0 Wave Catcher 3 : Becoming Adaptive Councils (and Waxing the Board!)

5.1 Significant progress has been made with “*Surf’s Up*” commitments across most areas. Most commitments are rated amber (with good progress), rather than final completion.

- The Digital Programme is on track, delivering Google for Work and the Citizen Platform has been designed and implemented (with two new self build digital products being close to deployment and a cadre of developers trained for future applications).
- The Smart Phone contract is now let
- Enterprise Telephony will be let in July for summer deployment.
- The Digital & Design Team is coming into place and is already generating greater capacity for Service Design and data/performance
- Progress on the Digital Economy and Digital Communities is being made through the Gigabit Coast Project and work is developing with the Communities Team on two locality based Citizen and Food projects.
- HR, Engineering and Surveying restructures have progressed well and the Council is developing a “rapid service redesign” methodology to assist with further changes in Legal, Finance and more widely across the organisation.
- Improved financial forecasting and strategy is an area for on-going design and improvement.

- High level monthly financial monitoring is now in place with a “Flash” system (a first look at the numbers on a monthly basis)
- The Strategic Investment Board is leading on the development of a medium term financial strategy to provide a creative and “new income driven” approach to the challenge of a reducing Revenue Support Grant.
- There is considerably more work to be done on performance data (though the new tools, such as Trello, being used are showing encouraging take up and innovation).
- Procurement category management and contract management training work has been delayed but is now in progress (working jointly with iESE).
- Engineering and Surveying has transformation work starting with particular focus on improving programme and project delivery (with a new Manager in place since April).
- Work is progressing well across our Leadership systems with a range of new players coming to the Local Strategic Partnership table, a clearer focus on priorities and the ways that the Executive will lead the agenda and real progress made on a large scale conference for Autumn 2015.
- Systems Leadership work (financed by a successful bid to the Kings Fund) is progressing well and has already led to collaborations around mental health, housing and wellbeing projects with a range of partners across Adur & Worthing
- On the Customer Service agenda the vast majority of actions are either on target or are completed which has included a significant review of baseline demand, identification of requirements for technology improvements to increase efficiency, a review of alternative delivery methods for Revenue & Benefits Service across Adur and Worthing, improved capturing and reporting of complaints data, considerable work on developing customer cultures across the organisation, creating of a new Customer Service Strategy (moving away from handling simpler transactions to providing richer and more relevant response at the first point of contact, managing demand across all contact channels, and moving from process to knowledge and advocacy. We will significantly transform the way we do business, focussing on customer need to drive organisational transformation, increased productivity and customer reach).

5.2 The next 6 months is likely to be a key phase, building on a range of the foundations laid across the Adaptive Council Strand:-

- Significant progress in our resource units as they go through rapid service redesign processes (delivering efficiencies through greater self-service, a reduction in bureaucracy and improved timely delivery of support and projects)
- A medium term Financial Strategy to support a clear approach to tackling funding shortfalls
- A strategy to move our IT applications into the Cloud (with clarity about how that would impact on our relationship with the CenSus Partnership)
- Waste & Recycling increasingly digitised and the commencement of a significant digital programme in Housing
- Full deployment of smart phones and a new telephony system in place
- Use of google docs and other productivity tools built upon and broadened
- The implementation of Customer Contact Centre “omni-channel” service
- The first complete baselining of customer demand and our success or otherwise in responding to that demand

- A number of propositions to increase income from existing services and build upon them to create new revenue streams

6.0 Developments in the Context (and Operating Environment)

6.1 As set out above “*Surf’s Up*” is not “all that we do”. Since December 2014 your officers have:-

- Redesigned the “third tier” of the organisation to ensure we have the skilled leadership capacity and focus required to drive the agenda and to reduce our overall management cost base.
- Established a range of Operational Boards (Strategic Investment Board, Adur Major Projects Board, Worthing Major Projects Board, Digital Programme Board, Strategic Housing Board, Customer & Commercial Board, Strategic Assets Board ... each chaired by either the Chief Executive or a Director to drive key agendas and ensure the right people are around the right table for the right conversation to get things done.
- Continued our investment in building the right culture in which we operate (progressing with our mentoring schemes, starting a Talent Management approach, designing and commencing a Council-wide Induction Programme, targeted bespoke development work with the 17 new third tier Heads of Service Managers, etc.)
- Run a challenging set of Elections in May 2015
- Produced realistic capital and revenue budgets for 2015/16
- Begun to appraise the impact of a new Central Government and its likely policy agenda
- Explored much stronger collaborative working with West Sussex County Council, other districts and boroughs, our CCG and Sussex Police
- Positioned ourselves for key conversations around Regional Growth Fund Round 3 money with our Coast to Capital LEP, the Greater Brighton Economic Board, the Coastal West Sussex Business Partnership and with the group of Counties actively pursuing a devolution based on a County model.

7.0 In Summary

7.1 In short we are making progress. That progress is tangible both in terms of things being “delivered” across our Communities but also a growing sense of ambition and willingness to work with the Council across communities and partners. This is encouraging but provides no grounds for complacency.

7.2 The areas where less or slower progress has been made are predominantly down to a combination of:-

- System capacity (at times we bite off more than we can chew)
- Systems/individual competency (at times we struggle to do the things that we should be able to)
- Not being able to leverage the right resources/relational capital at the right time to do the right thing (in essence we are not yet strong enough Civic leaders, but our competence and capacity here is growing).

7.3 Whilst reasonably happy with progress so far the Chief Executive and CLT are very much aware that the next 6 months is about building on the platform that has been made, designing and seizing strategic opportunities in the post-Election landscape and not taking our eye off the ball of the delivery of great services to all of our residents. Our sense is that both Members and officers have real appetite for the challenge.

8.0 Legal

8.1 Section 111 of the Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their function.

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9.0 Financial implications

9.1 There are no immediate financial implications arising from this report, although of course individual projects contained within *Surf’s Up* may require funding which will be the subject of a separate report to JSC at the appropriate time.

10.0 Recommendation

10.1 JSC area asked to :-

- a. Note, challenge and comment upon the contents of the paper, the reporting approach and identify any particular areas of interest or concern
- b. Request a further progress update for JSC in January 2016

Local Government Act 1972

Background Papers:

Joint Strategic Committee Report 7th January 2014 : Organisational Changes 2014
“Catching the Wave”

Joint Strategic Committee Report 22nd July 2014 “Catching the Wave” : A progress Update on organisational change.

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Schedule of Other Matters

1.0 Council Priority

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