

Ward: All

The “*Surf’s Up*” Programme a 12 month update report

Report by the Chief Executive and the Councils 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 the Joint Strategic Committee on 2 December 2014). It provides an opportunity at the mid-point of that programme to take stock of progress and identify what is working well, what is not, and where challenges remain.
- 1.2 The “*Surf’s Up*” programme (and commitments) can be found at <http://www.adur-worthing.gov.uk/catching-the-wave-and-surfs-up/>
As a Leadership Team we have continued to focus on progress against this challenging set of commitments and use it to work with colleagues inside the organisation, and partners and stakeholders outside, to set both context and direction for the work that we do.
- 1.3 Members will recall that the approach sets out a programme to develop the financial and social economies of our places, and ensure that the Council take the opportunities identified to develop our capacity further and faster as community leaders, efficient and effective providers of services and Civic Social Entrepreneurs. Over any 2 year programme there will be a number of emerging new issues and opportunities that we will seize if they are of value to our communities. What “*Surf’s Up*” has provided to date is a useful way of “keeping us on track” ensuring that we do not become too distracted by the emergent and that our resources over time back those identified priorities to achieve maximum value for our places.

Previous reports to JSC may be viewed at:-

- JSC report 2 December 2014 (original JSC agreement to “*Surf’s Up*” programme)
<http://www.adur-worthing.gov.uk/media/media.129572.en.pdf>
(Agenda Item 5 pages 5-39)
- JSC report 7 July 2015 (6-month progress update)
<http://www.adur-worthing.gov.uk/media/media.134733.en.pdf>

- 1.4 JSC has requested 6-monthly update reports to provide an assessment of our overall progress against the commitments.
- 1.5 We have developed “real-time” progress tracking against the commitments which can be accessed through the trello board <https://trello.com/b/PqFkkv3q/surfsupmonitoringreport>. Members will be aware that trello is a free App that the Councils have started to use to move from the “static snapshot” reporting (which rapidly becomes out of date) to something that links to data in real time and to the individuals or teams with accountability for delivery.
- 1.6 This covering report does not contain all of the detail in the trello App. What it does seek to do is to provide an overall strategic perspective on progress to date. It is also worth remembering that “*Surf’s Up*” is not “all that we do”. The on-going provision of services to 170,000 residents, tackling austerity, re-designing of services around the customer and ensuring the Councils plan for the future health and prosperity of our communities remains the substantive part of all of our “day jobs”.
- 1.7 As Head of Paid Service I am encouraged by the progress that we have made after 12 months of the programme. I (and your Directors) will be very happy to talk to any detail at both JSC and JOSOC.
- 1.8 Members will note from the trello boards that some of the commitments have been completed (and indeed progressed further in some cases), virtually all have now commenced and many are currently in progress.
- 1.9 I will make some comments on each of the 3 wave catchers before talking a little more about the context in which we have operated over the last 6 and 12 months and make some observations about the future.

2.0 Wave Catcher 1 : Supporting Wealth Generators

- 2.1 Since the last 6 month progress report to JSC (7 July 2015) the previous Director for the Economy (Scott Marshall) has left and Martin Randall has taken up the role. In early December 2015 Lynda Dine joined the organisation working to Martin as our new Head of Place and Investment. Whilst leadership changes can always cause short term hiatus, it is encouraging to see the progress that has been made across the “Wealth Generating” Wave Catcher.
- 2.2 Amongst the progress worthy of note would be:-
 - Development of a Worthing Town Centre Investment Prospectus is now at an advanced stage. This signals a different approach to attracting inward investment to the town centre (and potentially seafront). It will seek to market opportunities and set out the metrics of most interest to developers and investors and potential public sector joint venture partners.
 - The development of Specific Place Plans for Adur and Worthing as part of a county-wide Growth Plan are now at an advanced stage. The Place Plans

will complement land use planning frameworks and help underpin bids for funding such as Local Growth Fund round 3.

- Local Growth Fund round 3 templates: have now been prepared for 9 key development projects across Adur and Worthing and business cases are under preparation to highlight the economic impact of regeneration schemes such as Union Place, Teville Gate, Grafton and investing in a co-ordinated approach to public realm. This will make sure our projects have maximum chance of securing LEP and other funding.
- Union Place: an “open book” approach is being pursued with the developer to establish and identify how to close any viability gap. Productive conversations are on-going with adjacent land owners, and an active dialogue with statutory consultees under way, to attempt to design out risks to a subsequent planning process.
- Teville Gate: the new owners of the site are an established development team and pre-planning application meetings are taking place and outline proposals currently the subject of serious discussion prior to submission of a planning application.
- Worthing Town Hall car park: a viability study is currently being undertaken with the local health economy included in the project development Board. The aim is to produce a co-ordinated approach to the redevelopment of (and potential co-location) a number of existing public services.
- Adur Civic Centre: following the dissolution of the partnership between the initial preferred bidders, a pro-active approach has been taken to securing the redevelopment of the site. The new opportunity to meet the expansion requirements of key local businesses (over the immediate and medium term) are being pursued by prioritising an employment led scheme on the car park site whilst seeking new development partners for the main site.
- Aquarena: following the refusal of planning application for the previous scheme a series of positive meetings with the developer have taken place and new architects have been appointed. The active engagement of key statutory consultees is underway.
- Shoreham Harbour: a Local Growth Fund round 3 bid (jointly with Port Authority) is under way. Shoreham Port has secured 3 of the land parcels necessary to unlock a significant part of the western harbour arm with active work under way to provide a solution to unlock the fourth site.
- The Cultural offer for Adur & Worthing continues to develop at pace. A cultural partnership has been established and is currently finalising a Cultural Strategy. Colonnade House (Warwick Street) is under development as a base for a number of small independent cultural and “maker” businesses and is a potential hub for our cultural community.
- Worthing Theatres: Cultural Offer is developing fast, with music, dance, comedy, childrens’ and high quality theatre proving popular. The audience base is increasing (and the number of return visits growing). Tickets sales for the Christmas season look promising and the Panto receiving strong reviews.
- The Costume Research Centre proposition was disappointingly turned down for HLF/ACE capital funding and is currently the subject of consideration about how it might be differently resourced.

- Work on developing a Tourism Strategy is under way with a cross Authority project group established and drawing on pooled business rate funds to support the required research and development.
- An annual events calendar is well underway, successful summer events this year included the Wildlife Concert (subsequently winning a national award for best new festival) and the Street Velodrome in Worthing. Final planning is in place for Worthing's first half marathon in February 2016 and a commercial arrangement has been secured for the Winter Ice Rink in Worthing to provide sustainability and development funding for a 5 year term.
- Following successful talks with the Planning Advisory Service (PAS) a pathway for publication of the Adur Local Plan has been set. The Council is working closely with landowners and other stakeholders at New Monks Farm to ensure the necessary level of certainty around the provision of infrastructure to support inclusion in the Local Plan of this strategic site.
- In November Members of the Planning Committee approved proposals to introduce pre-application charging and contribution to CIL
- The MD Hub model has not to date been progressed but with the arrival of the new Head of Place and Investment will be taken forward in the next quarter
- Limited progress has been made on developing an Adur & Worthing skills and employability strategy though strong on-going work with FE colleges, Chamber of Commerce and Adur & Worthing Business Partnership mean that there is a coherent approach under development.
- Worthing Council have contributed £70,000 to fund the delivery of a Start Up/Incubator Centre at Northbrook College ("The Sphere") in partnership with that College and the Chamber of Commerce.
- Over the last 6 months specialist funding and bidding officers have been appointed to both the Economic Regeneration and Theatres and Cultural Teams to maximise our bidding success and ensure we are not missing opportunities. Notable successes have already been achieved in both areas.

Wealth Generators example:

- 2.3 Whilst it would be perhaps unfair to point to any particular event as embodying the "*Surf's Up*" approach it is worth briefly reflecting on the opening in late November of the new production facility for Rayner Lenses in Dominion Way, Worthing. Rayner produce around 700,000 of the optical lenses that surgeons put into our eyes following cataract operations. Their production is high tech sterile and from sales through to production and shipping and they employ over 200 staff. This was a company that had outgrown previous premises in another part of the South East and following productive early conversations with your staff, in the space of 18 months invested £24 million in the building a new production and marketing facility and bringing those jobs into our communities.
- 2.4 Their Finance Director speaks very highly of Worthing Borough Council, our staff and politicians who have actively engaged with them from their initial

search for a site, through the planning process to a number of snagging issues around building and becoming operational. He is clear that the Councils “open to business” attitudes was a significant reason why they chose to invest here and are now very keen to play their full role as a member of the Adur and Worthing family of businesses.

3.0 Wave Catcher 2 : Cultivating Enterprising Communities

3.1 Reasonable progress has been made across a range of the commitments. Areas worthy of particular note include:-

- Revising the participatory budgeting schemes of both Councils to ensure that our grant giving has maximum impact over the medium term.
- Work has started on Member development proposals to enhance role and capacity as community and civic leaders across Adur and Worthing.
- Members continue to play an important role across a wide range of external bodies and Members and officers remain keen to ensure those links are well used and remain valuable.
- Our work in Think Family Neighbourhoods (TFNs) is regarded as an exemplar across West Sussex. The Action Partnership in Northbrook and Eastbrook have facilitated strong engagement between local communities and neighbourhood organisations particularly in our most deprived wards.
- Across Adur and Worthing the Councils continue to innovate, develop and embed a number of programmes helping to change people’s lives, for example connecting work and skills hubs into GP practices; building more resilience in young people (e.g. angling with young people not attending school) and creating a parent/peer network.
- We are developing the capacity of local businesses to support “Enterprising Communities” through their CSR offer. Through the V-Enterprise Programme the Councils have been working with local businesses to help secure and develop corporate social responsibility investment. This includes connecting businesses to local projects, ensuring donations get to the right place and supporting individual residents who want to be active in their communities. The recent LSP Waves Ahead conference focussed on Smart Cities brought together a number of local businesses and community players to develop this work further.
- The Councils continue to develop the V-Enterprise Programme (matching volunteering needs and skills). This has resulted in some significant activity within local schools and communities to improve local green spaces. There is now a developing approach to ensure our volunteering offer supports the Wellbeing approach in local schools in response to the new West Sussex Families Plan.
- The Councils are currently re-commissioning infrastructure support vital to the development of our local Voluntary and Community Sector (VCS). Detailed dialogue has designed what “excellence” could look like with an outcome anticipated early in 2016.

- The Councils secured £100,000 DCLG funding to work in partnership with major national charity The Conservation Volunteers (TCV). The project “Growing Communities” is progressing well, accelerating community involvement in and control over Council owned green spaces (and foreshore).
- In October Worthing Allotment Management (WAM) took over management control and budgets for the majority of WBC allotments.
- Good progress is being made working with sports and recreation groups such as Shoreham RFC, Chippendales and Worthing United FC on their proposals for more involvement in the running of sites that are based at key sports facilities. The Councils have continued to work closely with the newly formed South Downs Leisure Trust since it “went live” in May 2015, jointly designing leisure (and increasingly public health related) services.
- The delivery of affordable housing required to meet the need in Adur and Worthing remains highly challenging. A new approach was recently approved by JSC to identify and develop housing on Council owned sites (including using innovative building solutions such as modular build approach on smaller “infill” sites).
- Promoting housing solutions and preventing homelessness remains a key priority and the need to balance the challenges of demand with the relative lack of supply of affordable housing means that an increasing focus on preventing homelessness and an equitable approach to the provision of temporary accommodation will be a key area of focus in the next quarter.
- The Councils’ produced their Financial Inclusion Framework (which is now being regularly used by other Councils as a model). The Councils continue to promote the work of West Sussex Credit Union and preparations for the introduction of Welfare Reform and Universal Credit are underway.
- The Adur and Worthing Public Health Plan 2015/16 is published and recent initiatives include promoting improved diet through the launch of the “Eat Out-Well” initiative, Health at Work Project, the Air Quality Action Plans, Tackling the Impact of Alcohol Harm through a number of projects and promotional events.
- Work on redesigning services for the street communities is making sound progress (e.g. the Winter Night Shelters have re-opened), working with the license trade through “Enough is Enough” and successfully securing £20,000 SHORE funding to support “No Second Night Out” and building stronger relationships with Sussex Partnership Foundation Trust on discharge planning.
- The A&W Health and Wellbeing Partnership continues to progress well, work focused currently on tackling the impact of social isolation with two innovative projects being developed (one a partnership between the Councils and Guild Care to pilot a “home share” project in Worthing and the other a “Good Gym” scheme that links volunteers who run with isolated and vulnerable residents who would value visits).
- The Councils have played an important role in the development of local health systems. The Kings Fund System Leadership Programme has continued to successfully work with local service providers on mental health and homelessness and your Chief Executive and Director for Communities

are representing all Districts and Boroughs in the Coastal West Sussex CCG work on developing an integrated care system.

Cultivating Enterprising Communities example:

- 3.2 Our Communities Team, jointly with the Clinical Commissioning Group (GP Surgeries) and West Sussex County Council have been working over the last couple of months on a model for “social prescribing” in two of our most deprived wards. Taking a “100 day challenge” approach the work is strongly focused in locality, is about partnership activity on the ground with groups and organisations that have historically not been as easy to work with as some, that is ambitious in what it is trying to achieve and that once evaluated has significant impact to scale for future use. For those unfamiliar with the concept of “social prescribing” it is the means by which GPs (or other clinicians) are able to identify with presenting patients the “non medical” issues or themes that would significantly aid their health and wellbeing and refer them on to appropriate local agencies. It is a model that functions well in other parts of the UK and we are keen to understand how such an approach can take hold and be of real value here in Adur and Worthing.

4.0 Wave Catcher 3 : Becoming Adaptive Councils (... and waxing the board)

4.1 Consistent progress has been made across a range of the commitments over the last 6 months. New digital services are currently in “live testing” in AWCS enabling staff to work mobile.

- Good progress has been made on the digital agenda with the introduction of a range of new technologies that will allow for rapid redesign and digisation of Council services over the next 3 years.
- The savings target of £200,000 of revenue from the Digital Programme has been achieved and our innovative approach has received a national award from the industry body SOCITM.
- New digital services are being rolled out in with staff able to work mobile and projects have begun on several other digital products including complaints and compliments, asset management, HR and Housing. The technologies implemented allow the Councils to rapidly design and build its own applications on the same platform (with in-house resources) and this strategy is receiving considerable attention from both public and private sector organisations.
- Work is beginning with partners and communities around Digital in Community. Early 2016 will see a number of social innovation and “hack day” events where we will begin to explore alternative ways to delivery public service outcomes making much more of the skills and assets in communities and businesses.
- A public Blog is under preparation for launch early in the New Year which will set out our digital road maps and allow a range of people working on the

agenda with us to promote opportunities for community and businesses to contribute.

- A new telephony system is now delayed until Spring 2016 following a robust (though rather lengthy) procurement process. From the Spring the Contact Centre will be able to better analyse calls received and target people more quickly to the service (or self-service) required. The Citizen Platform will be introduced in the Contact Centre which will open up new communication channels with customers (such as social media and live chat).
- Smart phones have now been rolled out to staff and (when used with the Google for Work Platform) connectivity and productivity has increased considerably.
- New systems have been implemented to support corporate performance management (Members will have seen both trello and tableau used and demonstrated) to simplify processes and make information more available and accessible to all. The new data tool (tableau) is currently being developed which allows us to present large data sets in useful visual format as well as supporting “drill down” into important issues. During the next quarter this will be connected to the citizen platform to provide real time analytics, much of which will be publicly accessible.
- Disappointingly the Gigabit Coast project has made slow progress during the latter part of 2015 though work now appears to be progressing well with the commercial model under construction and more active support from West Sussex County Council. It is hoped to be able to complete a business case and proposal for consideration in early Spring 2016.
- Progress on development of a comprehensive procurement strategy has been slow but is now under active development. Identified best practice from other Authorities (and work with IESE) has strongly recommended a category management approach to drive out savings and seek to increase local spend.
- The Communications Team is now in place, and is developing an “agency model” to support proactive communications across the Councils, our communities and a range of our key partnerships. Internal communications, external stakeholder management relationships and work around “place branding” are all under way. In particular our ability to hold (and intervene in) social media conversations is providing very useful insight into “hot issues” and enables us to respond quickly, correct inaccuracy and play an important role in joining up people to progress issues.
- The Finance Team is starting to build capacity to support greater commercialism and entrepreneurialism across the organisation. Targets are now set around investment, efficiency and income generation and, following analysis of the Comprehensive Spending Review (and the settlement figure) a coherent 3 and 5 year view of our revenue, capital and investment positions will be developed.
- The completion of the Shoreham Centre rebuild, and progressing the complex problem of “opening” for various users and the community.
- Following identified weaknesses in project and programme management, project management templates have been redesigned and “key” projects are currently being brought together into a trackable change programme using

new digital tools. Project Management is currently being strengthened in Engineering and Surveying and Digital Teams.

- Leadership Development and Performance Management is being strengthened by work on a revised Performance Development Review process for all staff and a new learning platform has been developed which will be an important resource for staff who want to learn from a wider range of resources on the web (as well as standard e-learning offers)

Becoming Adaptive Councils example:

- 4.2 Colleagues across the Council working with families as part of the “Troubled Families Network” have for some time been looking for a technological solution to the problem of workers having access to a variety of service details to which they could refer clients. Too often the matching of the right person to the right service relied upon the individual knowledge of members of staff (or them carrying a large amount of leaflets and paperwork around with them). Your design and digital team were able to talk to the workers about their precise needs and (within the space of an afternoon) design a prototype Ap that enables the link to be made by mobile phone and the details of the service required to be texted to the phone of the individual. This once rolled out and fully operational potentially saves considerable time, maximise the chances of an individual accessing the services that they need and starts to help people navigate through the maze of individual organisations “out there”.

5.0 Development in the Context (and Operating Environment)

- 5.1 It would a significant oversight in reviewing the last 6 months to ignore the tragedy of the Shoreham Aircrash on 22 August. Any organisation and system is tested to its limits by an event of this magnitude. Whilst other reports have been brought to this Committee on the precise role played by both Councils, it is fair to say that Members, Officers and Communities responded well to very significant challenges in the moment and over the medium term. From initial response, through to the early days of recovery, into re-opening roads and businesses, enabling community recognition events, memorial services and now through to a phase of developing a permanent memorial, the quality, sensitivity and professionalism of all of those involved have been remarked upon by many. Without naming individuals, across the organisations people stepped up, took on significant extra burdens (and their colleagues happily picked up the work they had to leave behind) in helping communities with their shock, grieving and the simple human desire to come together and recognise the event in community.

- 5.2 Other significant developments over the last 6 months would include:-

- The development of Programme Boards that are now leading a number of agendas. These Boards are analysing data, designing ideas and creative solutions to issues and then forming propositions for decisions by Officers

and Members alike. They include:-

- The Customer and Commercial Project Board: has worked across the organisation on a number of propositions that (assuming both Councils accept the draft budget proposals) will see a significant increase in the revenues we generate (and thus reduce the amount of “cuts” we will need to make elsewhere).
- The Digital Programme Board: has played a crucial role in developing our complex digital programmes, ensuring that ideas are tested and prototyped and fit within a comprehensive strategy ... as well as driving financial efficiency.
- Strategic Asset Board: is starting to develop propositions for how we might invest capital to maximise returns on investment (particularly in property).
- Strategic Housing Board: has brought a number of key players in the housing sector together to start to unlock creative solutions to the problem of housing supply.

These Boards all operate slightly differently but are beginning to have a significant impact on the ability of our system to innovate and perform.

- Most service areas have been undergoing significant review and re-organisation to ensure that they are fit for the future and to achieve financial savings. It is currently anticipated that most of these changes will come into place in early 2016.
- The Councils have been involved in two sets of Devolution propositions (one involving Surrey, East Sussex and West Sussex “3SC” and one driven by the City Deal work of the Greater Brighton Economic Board). Both are generating interesting new potential projects and ways of operating and will be the subject of a future report to this Committee.
- There have been some minor organisational structure changes, for example the Organisational Development Team becoming more closely aligned with the Design & Digital Team to ensure that the People Change work supports Systems Change work. The transfer of Parking Services into Customer Services is one of a number of smaller restructures which have succeeded in organising our resources more effectively around customer circles of need (e.g. bereavement, health and wellbeing etc.)
- The Councils continue to collect Council Tax and NNDR debt significantly in excess of the national collection rates whilst administering the benefits of financial inclusion case load for the most vulnerable in our communities.
- Electoral Services have successfully administered the changes required of the new IER protocols and sought to ensure that as many people as possible remain registered on the electoral roll. Extensive outreach work with schools, nursing homes and the community has sought to reduce the number of people inadvertently “disenfranchised” by the changes.

6.0 Summary

6.1 As your Head of Paid Service I am pleased that reasonable progress is being made in most areas though, as set out above, some are proving more challenging than

others. Encouragingly, staff in the organisation and a number of key external partners and stakeholders understand the level of our ambition and are keen to work with us to deliver on our commitments.

6.2 In my previous 6 month review I drew some conclusions about what were the underlying reasons where progress was slower. These remain valid and are probably worth repeating. My sense is we have made slower progress where:-

- At times we do not have the capacity in the organisation or the system to deliver all of the things (or all of the things concurrently) that we want to achieve. This has led for example to particular “pipeline” issues with some of our internal support services and work is currently under way to address this in terms of improving capacity (and work flow), better overall management of projects and programmes and using the resources of others where that is a viable proposition.
- Systemic or individual competency (at times we struggle to do the things that we should be able to do or to learn quickly the “new”). Inevitably when delivering a range of new and innovative solutions or running experiments, some things will not be successful. This is not a “failure” if we learn what happened and why, and use that learning to redesign a different approach. As a Leadership Team we are conscious that we asking a lot of staff (and asking them at times to pick up new skills and work in different ways). Overwhelmingly the response is a real willingness to try, which is hugely encouraging. Members and Officers have agreed to make investment in some “crunch” areas over the last 12 months or so (e.g. the new “Capital Project” Managers who will arrive in January to run some of our large scale and complex major site regeneration work or some of the specialist skills we need on the communications side to actively manage Social Media approaches).

6.3 With “*Surf’s Up*” we set out a rallying cry to “get organised and get in the water” to start Catching Waves. A couple of people have asked my personal view of whether we are now Catching Waves? To extend the metaphor my sense is that we are in the water, we know which of the waves to catch (and the ones to avoid) that we are catching some and still have others (potentially some quite big ones) to catch over the next 12 months.

6.4 The Council Leadership Team and broader managers and staff of the organisation are aware of the significant challenges ahead and looking forward to meeting them.

7.0 Legal

7.1 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.

7.2 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.

7.3 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.

8.0 Financial implications

8.1 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.

9.0 Recommendation for Joint Strategic Committee

9.1 Note, challenge and comment upon the contents of the paper, the reporting approach and identify any particular areas of interest or concern.

9.2 Request a further progress update to JSC in July 2016

10.0 Recommendation for Joint Overview & Scrutiny Committee

10.1 Note, challenge and comment upon the contents of the report.

Local Government Act 1972

Background Papers:

Joint Strategic Committee Report 7 January 2014 : Organisational Changes 2014

“Catching the Wave” Joint Strategic Committee Report 22 July 2014 “Catching the Wave” :

A progress Update on organisational change.

[JSC report 2 December 2014](#)

[JSC report 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 Joint Strategic Committee Agenda item: 5 7 July 2015 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".