

Ward: All

The “*Surf’s Up*” Programme : an 18-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 18 month stage of that programme to take stock of progress and identify what is working well, what is not, and where challenges remain, how best they can be tackled.
- 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 Councils 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 on “*Surf’s Up*” to JSC may be viewed at:-

- JSC report 2 December 2014 (original JSC endorsement of 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>
- JSC report 5 January 2016 (12 month progress update)
<http://www.adur-worthing.gov.uk/media/media.137711.en.pdf>

- 1.4 JSC has requested 6-monthly update reports to provide an assessment of our overall progress against the commitments and identify learning over time.
- 1.5 We have developed “real-time” progress tracking against the commitments which can be accessed through the trello board <https://trello.com/b/PqFkv3q/surfsupmonitoringreport>. Members will be aware that trello is a free App that the Councils are using 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 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, responding to austerity, re-designing of services around the customer and ensuring the Councils plan well 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 18 months of the programme. I (and your Directors) will be very happy to talk to any detail at both JSC and JOS. The organisation (and the wider system in which we operate) is showing increasing maturity in its ability to handle multiple agendas and projects and seize new opportunities when they arise. At times we have been more ambitious than our ability to deliver; at other times we have wanted to move quicker than some of our key stakeholders and partners were able and, unsurprisingly, for some of the commitments the passage of time means there are better ways to get to the originally intended outcomes.
- 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, 12 and 18 months and make some observations about the future. In this report I will take a slightly different approach to the Wave Catcher commitments. For Wave Catcher 1 (Supporting Wealth Generators) I believe it is valuable to update in a little more detail on some of the specific major infrastructure and regeneration projects. For Wave Catchers 2 (Cultivating Enterprising Communities) and 3 (Becoming Adaptive Councils) I will cover them in a more “headline” manner drawing attention to detail where it appears of particular significance.

2.0 Wave Catch 1: Supporting Wealth Generators

- 2.1 A range of economic indicators (from employment levels through to availability of retail space) suggests that both Adur & Worthing continue to be desirable places for business to start up, relocate and grow. Much of the work across the Councils is to underpin, support and provide a platform for wealth generators in our area to come, bring jobs and drive long term prosperity. We are transitioning from a relatively passive manner of attracting inward investment to one that is more proactive and “bangs the drum for business” across our places.
- 2.2 There has been a continued momentum across the ‘Wealth Generating’ Wave Catcher over the past 6 months and we have strengthened our reputations as places that are open for business and positive about development; with a vibrant and growing cultural offer.
- 2.3 For example, in Adur, we have drawn together a strong proposition to develop employment space on the Civic Centre Car Park to ‘kick off’ development of the wider site. By taking a more direct approach to promoting development, the Council is responding directly to the needs of expanding local businesses. A report to establish the parameters and timescale for the procurement of a design and build programme is elsewhere on your agenda today; as are proposals to secure the demolition of the main building to deliver a site ready for development.
- 2.4 In Worthing, the last 6 months have seen the completion and launch of the Worthing Town Centre Investment Prospectus. Colleagues took the Prospectus to the ‘Sitematch’ event in London where it attracted considerable interest in the developer and funder communities. A key outcome has been a real acceleration in progress on Union Place which the Prospectus highlights as the preferred location for a multiplex cinema. The outcome is a partnership approach to development reflected in the Heads of Terms prepared for Members’ consideration elsewhere on your agenda today that will unlock progress on a design and accompanying planning application.
- 2.5 Progress has been maintained on our key Local Plans for Adur and Worthing and the new Adur Plan will reach the formal Examination in Public later this year. Both Adur and Worthing councils have worked in partnership with West Sussex County Council to prepare Place Plans which in turn feed into the County’s wider Growth Plan to help ensure that County Council support, and spending on infrastructure, is aligned. Both Place Plans have been adopted and have already proved helpful in supporting bids to Government for funding.
- 2.6 We have scored a series of successes in bidding for funds over the past 6 months. Major bids were submitted to the Local Growth Fund in April this year to support regeneration at Teville Gate House and Union Place (£9.4m), the start of a remediation project at Decoy Farm (£8m) and the release of new homes and employment floorspace in Adur (£9.43m). Each of these bids has secured preliminary approval from the C2C Local Enterprise Partnership.

- 2.7 New acts and themed seasons such as 'Summer of Circus' have taken our reputation for culture to a new level that is attracting national and international recognition.
- 2.8 First time attendees booking at our venues in 2015/16 have grown by 33% compared with 2013/14; and the number of visitors who returned at least 4 times to our venues grew by 36% over the same period. The relatively new programme of contemporary dance has now become established with Ballet Boyz selling out last month. Revenue generated by the Christmas pantomime in 2015/16 has seen an increase of £150,000 over 2013/14 figure. Revenue from film has doubled over the same period, generating over £600,000.
- 2.9 Amongst the issues worthy of more detailed comment from the Wave Catcher would be as follows:-

Key Major Infrastructure and Regeneration Projects

- **Decoy Farm** (*Commitment : Complete site investigations work, secure LGF investment and make site ready for business relations*) Development of this strategically important site is the subject of a bid for Local Growth Fund Round 3 funding. To support this work the Council has commissioned a Remediation Options Appraisal for the land at Decoy Farm. The Options Appraisal identified a number of techniques that could address the contamination with associated cost estimates. Further studies and transport assessments are now being commissioned to inform the best way forward for development and a timetable. Early stage feedback on the LGF Round 3 bid is encouraging but no substantive decision will be made by Government until later in the year.
- **Teville Gate** (*Commitment: Site marketed and work with new owners to develop a viable regeneration scheme and secure planning permission*) The new owners of this site, Mosaic, had committed to submitting a planning application by the end of 2015. This did not happen. The owners have now established a development team and outline proposals were presented to the South East Design Panel in June 2016. The Council has adopted a proactive stance to redevelopment of the strategically important site. An expression of interest to the National Starter Homes initiatives has passed the first stage successfully; meetings have now taken place with the owner of Teville Gate House to set out the Council's commitment to working in partnership on development solutions; and Teville Gate House is the subject of a bid for Local Growth Fund Round 3 funding.
- **Union Place** (*Commitment: Agree preferred developer with Sussex Police*) Significant progress has been made during the last 6 months towards unlocking the redevelopment of this site through the formation of a partnership approach with the developer land owner. Heads of Terms are the subject of a separate report to this Joint Strategic Committee meeting. Redevelopment provides a major opportunity to secure a multiplex cinema and reinstate a built frontage to the High Street.
- **Grafton Street Car Park** (*Commitment: Review and agree new regeneration opportunities and market the site to secure development partner*) A detailed survey of the main car park was completed in April 2016 and a revised

development brief has now been completed. Worthing Borough Council has secured adjacent properties in line with the Town Centre Investment Prospectus recommendations. A cross-Council project team has been established to prepare options.

- **Stagecoach Site** (*Commitment: Work with land owners to investigate and agree off-site relocation of the bus garage and develop a site for mixed use regeneration scheme*) The Council team has worked directly with Stagecoach to identify priorities that have informed the Worthing Town Centre Investment Prospectus and Local Growth Round 3 submission that seeks funding for the remediation of Decoy Farm. LGF3 funding has the potential to unlock this important site for both residential and commercial uses.
- **Worthing Town Hall Car Park** (*Commitment: Review and agree a new Civic Hub Masterplan and development options for the site with partners, develop and deliver agreed scheme*) The Worthing Town Centre Investment Prospectus identifies the “Civic Quarter” site (including Worthing Town Hall Car Park) as being suitable for residential development and/or for use complementary to the existing public services building. Over the last 6 months the Council team have begun working in partnership with a number of existing Worthing GP practices, Sussex Partnership NHS Trust (Mental Health Trust) and Sussex Community NHS Foundation Trust (community medical services) to investigate developing a new substantive health facility on the site, new homes and possibly to relocate the Coastal West Sussex CCG's existing offices from Durrington to the Town Centre. A submission was made to the "One Public Estate" scheme run by the Cabinet Office to fund the viability work. In the last few weeks we have learnt this was unsuccessful but this has not proved a “show stopper” and work continues with health partners to develop a viable proposition by autumn 2016.
- **Adur Civic Centre** (*Commitment: Agree preferred development partner and deliver housing-led regeneration scheme*) After the aborted arrangement with an investment consortia in 2015 over the last 6 months, a proactive approach to securing the redevelopment of the car park (adjacent to the railway line) has led to Adur District Council formulating a proposition to develop that part of the site to meet business expansion requirements of local business and to prioritise the demolition and procurement of a development partner (the subject of a separate report to this Joint Strategic Committee). An options appraisal has identified a number of techniques that could address the contamination with associated cost estimates. Further studies and transport assessment are now required to appropriately develop the design solution.
- **Shoreham Airport** (*Commitment: Agree and sign off land deal and support the development of aviation business space*). The operational arrangements at Shoreham Airport put in place in 2015 have operated well to date. The airport is running at a surplus (for the first time in several years) and traffic flows have increased slightly without significant detriment to the quality of life of local residents and businesses. There remain on-going commercial negotiations with various partners about leasehold interests at the premises and it is anticipated these may not be resolved until such time as the Adur Local Plan goes through the Planning Inquiry.
- **Shoreham Harbour** (*Commitment: Agreement to the Joint Area Action Plan, relocation of key businesses to free up of the mixed use regeneration sites*) On-going support for marketing and development of key sites was set out in the

agreed Masterplan. The Port Authority has now secured 3 of the land parcels necessary to unlock a significant part of the Western Harbour Arm (partnership work to relocate existing waste and “dirty” industry will help to unlock the site).

- **Aquarena** (*Although not specifically part of the original “Surf’s Up” document it has clearly been the subject of much public debate and work of late*). The appeal against last year’s refusal of planning permission will not be heard until next year (2017). In the meantime, the developer appointed new architects and a series of positive meetings has taken place on a new design and scheme. Early engagement has been undertaken with key statutory consultees such as Heritage England and plans and drawings have been published as part of a pre-application consultation and a planning application is expected in July 2016.
- **Tidal Walls Scheme** (*Commitment: Planning permission for the scheme was secured in 2016*). This major infrastructure project comprises improvements to tidal defences consisting of 10 reaches, 7 on the western bank and 3 on the eastern bank of the River Adur. Contractors have been appointed and work is scheduled to commence in July/ August 2016 with completion in 2018.
- **Cultural Partnership (underpinning the visitor economy)** (*Commitment: Establish a new independent Commit to Culture Partnership to lead the area’s cultural offer, engagement and deliver a range of cultural activities*) The Cultural Partnership has now taken ownership of the completed Cultural Strategy, working closely with the Adur & Worthing Trust. In 2016 the Partnership is hosting three training sessions on Audience Development and Marketing, Cultural Funding and Outside Events and is developing a 3 year action plan on the cultural industry providing mentoring for young people coming into the sector and on festivals.
- **Cultural Offer** (*Commitment: Further improve the cultural offer, building a reputation for excellence and innovation, and continuing to increase audience numbers*) New acts and themed seasons such “Summer of Circus” have taken Worthing’s reputation for culture to a new level that is attracting national and international recognition. Customers booking at our venues in 2015/16 have grown by 33% compared with 2013/14. The number of visitors who returned at least 4 times to our venues has grown by 36% over the same period. The cultural offer in Theatres and the museum has continued its development with a strong programme of theatre, comedy, children's theatre and film. The relatively new programme of contemporary dance has now become established with Ballet Boyz selling to an enthusiastic packed house last month. Music is a successful strand with a broad variety of musical styles including the new Studio Sessions for up and coming performers. We are planning to give additional focus to folk (and folk cross-over) performances in the next twelve months. Contemporary Circus is a new genre to the UK and Worthing are leading in this area of performance (ours is the third largest Circus Festival in the UK this summer). This will become a specialism for the Pavilion Theatre and a focus for Worthing Theatres. Ticket sales are already looking encouraging.
- **Costume Research Centre** (*Commitment: Establish a Costume Research Centre in partnership with the University of Brighton & Northbrook College to provide a long-term solution for the museum’s storage collection*) The concept of a costume research centre in partnership with Northbrook College has been investigated. Whilst the plan is still to work closely with the students in the future, the museum is now focused on developing the Museum space with a

Resilience Bid into the Arts Council to reopen the unused sections of the museum. If successful there would be a second bid to HLF (Heritage Lottery Fund) which would include a costume research centre within the Museum which would support student and researchers. Staff are currently working on the Costume Trail which has been successfully funded by a bid to the HLF and will place show cases with items from the costume collection in unexpected places across the town.

- **Growth of Venues Business Income** (*Commitment: Focus on growth of the venue's business income to enable a long-term reduction in the financial support from the Council*) The trajectory for income continues in an upward direction and new acts have made a vital contribution to a cultural offer that is gaining national recognition. Revenue generated for example by the Christmas pantomime in 2015/16 has seen an increase of £150,000 over 2013/14 figure. Revenue from film has doubled over the same period (generating over £600,000). Despite strong results in some parts of the offer, live events (across the total of all four venues) and catering still do not deliver sufficient revenues to meet budget targets. Options are being looked at to close the "income gap" including development of business cases for venues such as Denton Lounge to raise income and promote greater certainty of revenue streams. Innovation is actively being pursued (with Worthing Town Hall holding its first wedding ceremony in June 2016).
- **Tourism** (*Commitment: The Visitor Economy Strategy is being undertaken in partnership with Coastal West Sussex Business Partnership*) The ambition to identify new and existing opportunities that will grow the visitor economy. Adur and Worthing are part of the West Sussex Weekends digital marketing campaign, promoting activity-based experience breaks in and around our areas. Feedback from the industry has reinforced the importance of a clean and welcoming public realm and the recent development of an action plan for Worthing Town Centre is an important step in creating a positive memorable impression for visitors.
- **Seafront Strategy** As part of the refresh of the Seafront Strategy during this year a new Concessions Policy is being developed (and market testing of two of the seafront shelters for leisure and/or food and drink use is to commence imminently at the time of writing). The Worthing Town Centre Investment Prospectus, launched this year, reinforces the importance of both connectivity between Seafront and Town Centre and quality of public realm. A comprehensive and complementary approach to public realm is being pursued in discussion with West Sussex County Council as an important component of the new Strategy.
- **Events** The second successful Wildlife Festival event took place at Shoreham Airport in June 2016 and Worthing's first Half Marathon took place in February 2016 putting Worthing firmly on the map for national running. Work on a year round programme has not been completed in line with earlier expectations; in part as a result staff turnover and the new team will be fully in place in August 2016. Preparations however for key outdoor summer events (including Street Velodrome and Gorilla Circus) are progressing well.
- **Maximising the Property Portfolio** A new Asset Management Planning approach is currently underway. This will provide the basis for investment (and disinvestment) decisions as well as identifying new opportunities for

development. Over the last 6 months both Councils agreed to create a Strategic Investment Property Fund to deliver new revenue streams through investment in property assets. Initial purchases (for Worthing) have included two retail units in Montague Street, Worthing.

- **Local Plans:-** The Adur Local Plan remains on course towards an Examination in Public later this year. An additional consultation exercise was undertaken between 9th December 2015 and midnight 4th January 2016, specifically relating to proposed amendments to the strategic allocation at New Monks Farm. Changes to the strategic allocation (as well as amendments in relation to other matters) have been included within a revised version of the Local Plan. These were agreed by the Council in March and the Plan is now formally published prior to submission to the Secretary for State.

On the Worthing Local Plan in the Spring of 2015 the Council made a commitment to review the adopted Core Strategy and progress a new document to be called the Worthing Local Plan. The consultation document, called 'Your Town – Your Future', identifies the issues and challenges facing the Borough and the options that could help address them. The consultation (that ran between 11th May and 22nd June) sought views on how best to balance the delivery of growth and regeneration across the Borough to meet future needs whilst at the same time protecting the things that are valued about the town. The representations received will be given consideration when decisions are made on which sites will be proposed for allocation and which policies will be included in the draft Local Plan. Once adopted, the new Plan will replace the Borough's existing local planning policies and will be an important consideration in deciding planning applications.

In November 2016 members of the Planning Committee approved proposals to introduce pre-application charging and contributions to Community Infrastructure Levy. The Planning team has achieved national standards for determination of planning applications – significantly above new higher levels proposed by the Government.

- **Inward Investment:** The Worthing Town Centre Investment Prospectus has been completed and signed off by this Committee at the beginning of 2016. This important document was prepared in partnership with West Sussex County Council. It establishes Worthing Borough Council's commitment to supporting development and sends a clear message that the Council is a "trusted partner" to the development industry. The Prospectus, to date, has attracted considerable interest from the development sector and provided a platform for a series of town centre tours and detailed conversations with potential investors. It has also geared the development industry to some clearer understanding about our ambition for the place.

'Place Plans' for both Adur and Worthing have been prepared and approved by the councils in partnership with West Sussex County Council. These comprise 2 of the 6 Place Plans for West Sussex and will inform an overall 'Growth Plan' for the County. The aim is that this framework of plans will help to prioritise investment opportunities with key partners and help to ensure that bids for funding such as LGF3 benefit from the support of all partners.

- **Employer Engagement** The Adur & Worthing Business Partnership (AWBP) has benefited from the involvement of a number of new business representatives and allowed for a better understanding of the area's business and sectoral needs/opportunities. This is particularly important in the context of the Councils' relationship with Greater Brighton and potential devolution discussions. A recent review of the AWBP objectives has led to a refocusing of priorities and the development of an Action Plan, with the latter including a number of initiatives being led by the Councils' Place & Investment team; notably the development of a business portal and the preparation of an Economic Profile, for completion in 2016
- **Innovation & Enterprise Centres** Worthing Borough Council contributed £70k of monies to fund the delivery of a start-up/incubator centre at Northbrook College ('The Sphere') in partnership with the College and the Chamber of Commerce. The Sphere was opened on Friday 11th March; billed as "Worthing's most flexible business space" the Centre offers a variety of serviced space options for smaller local companies alongside business development.
- **Regional Economic Growth Policy** Significant progress has been made in submitting substantial bids to the Local Growth Fund that looks to make a step change in Worthing in supporting regeneration at Teville Gate House and Union Place (£9.4m), the start of a remediation project at Decoy Farm (£8m) and the release of new homes and employment floorspace in Adur (£9.43m). Each of these bids has secured preliminary approval from the C2C Local Enterprise Partnership. Both Worthing and Adur Councils have been provisionally approved following a submission to the nationwide Starter Homes Land Fund.
- **EU/External Funding Strategy** The External Funding Policy is currently being updated and modernised in line with the Councils' corporate plan. The Policy is being updated in parallel with the revision of Financial Regulations and will connect into the Strategic Investment Board to ensure that the Councils are bidding for the right pots of money at the right time. Over the last 6 months bids of significant value have been made, a number of which are awaiting determination.
- **Local Procurement & Supplier Charter** In March this year, the Councils agreed a full contracts register should be prepared to help put a procurement forward plan in place. The development of a local procurement and supplier charter will be an integral part of this work. Meetings with local businesses to better understand need and agility have now taken place and are contributing to progress of this work.

3.0 Wave Catcher 2: Cultivating Enterprising Communities

3.1 Amongst the developments of note over the last 6 months are:-

- The **Member development** proposal has now been developed with the purpose of enhancing the role and capacity of Members as community and civic leaders across Adur and Worthing. The programme incorporates a mixed development offer for Members including more digital solutions, one to one development and conversational leadership on more complex issues. Implementation is now underway. Members continue to play an important role across a wide range of

external bodies and we remain keen to ensure those links are well used and remain valuable.

- The **participatory budgeting** schemes and grants for both Councils have been reviewed to ensure grant giving has maximum impact and value for communities. This next phase for this work has been delayed due to a key officer on maternity leave but will commence shortly.
- Our work in **Think Family Neighbourhoods** (TFNs) continues to be considered as an exemplar across West Sussex with the Action Partnership in Northbrook and Eastbrook working well with a key focus on families (following the adoption of the West Sussex Families Plan), facilitating good engagement within local communities and local voluntary and community groups.. We remain committed to the ongoing development of codesigned approaches with the community to help with cooking skills and healthy lifestyles, young people and truancy and early intervention, money management, debt and early help.
- Our important programmes to **help communities find work** continues. Funding for the DWP funded Work Experience post (hosted by our Councils) is now in its fourth year. The focus has shifted to enabling 'work readiness' for the longterm unemployed (Employment Support Allowance), alongside those seeking and ready for employment (i.e. JSA claimants). Between April 2013 March 2016, 225 candidates secured work experience placements and 146 found employment within 6 months of this placement, with a further 41 finding training or education afterwards. Officers have developed a new Making Changes programme in this period to further our ambition on helping people into employment with complex needs through a more holistic offer of a 12 week programme, covering wellbeing, housing, debt, parenting, digital and social isolation.
- Our work on **digital inclusion** continues to grow through the IT Junctions, which are based in a number of community centres and have 81 new volunteers that have been trained up this year, providing over 624 one to one sessions with local residents needing help and support with digital skills and getting online.
- Across Adur and Worthing the Councils continue to innovate, develop and embed a number of programmes helping to change **young people's lives** including an "Angling 4 Education" project, aimed at building resilience in young people with poor school attendance (improving this by 85%), and financial education work with Year 9 pupils using innovative and interactive sessions in schools.
- We continue to develop the capacity of local businesses to support "Enterprising Communities" through their **Corporate Social Responsibility offer**. The Councils continue to develop the VEnterprise Programme (matching volunteering needs and skills), which has helped with volunteering for a variety of local community groups.
- The Councils' recommissioning of infrastructure support, vital to the development of our local **Voluntary and Community Sector** (VCS), is anticipated to be completed by July this year. This has been subject to a delay and a three month extension to both existing providers to help with the transition arrangements.
- The Councils work in partnership with a major national charity The Conservation Volunteers (TCV); "**Rethinking Parks**" has produced some excellent results with a number of groups being networked and 7 new groups starting up over the

last year, which has accelerated community involvement in and control over Council owned green spaces (and foreshore). Funding for a significant Lottery bid for a scaled up programme titled “Growing Communities” is currently being scoped with TCV. Worthing Allotment Management (WAM) took over management control and budgets for the majority of WBC allotments through a five year agreement and this is working well. Halewick Lane allotments has been chosen as a pilot site to trial selfmanagement of allotments in Adur. Work continues to be developed with those interested in taking a greater role in the management and maintenance of parks and open spaces.

- The delivery of **affordable housing** required to meet the need in Adur and Worthing remains highly challenging. New affordable housing delivered in 2015/16 was 28 units. This figure does not reflect a particularly uncertain time in terms of building new homes as we await further detail relating to the Housing and Planning Act 2016. Following the decision of JSC (December 2015) to identify and develop housing on Council owned sites, work is underway to provide a supply of new homes within the Adur District Council portfolio. Cecil Norris House, approved by JSC on 8 October 2015, has been decanted over a short period of time and with minimum disruption to the existing tenants.
- Much work has been carried out to improve the ‘**homelessness prevention and housing advice**’ service to provide a more effective assessment of homelessness cases, whilst also building in capacity for independent case reviews. This has been built on models successfully adopted elsewhere. A new team has been recruited to take this service forward. The first phase of a digital case management system has been introduced, to help manage the frontline with Customer Services, to help triage cases and provide a more effective and transparent system with regard to clients sharing their information with the Councils. The priority is now on increasing the much needed supply of interim and emergency accommodation.
- Work has commenced for the two ‘**Pocket Parks**’ in Fishersgate and Southwick. The project utilises £42,000 of external funding from three different sources and will create two new urban landscapes for the residents of Adur Homes. This is one of a number of capital projects planned for Adur Homes over the next year, which will represent the largest annual investment in the stock.
- The Councils’ **Financial Inclusion** Framework is now being used to drive forward the partnership agenda on tackling finance and debt, preparing for Welfare Reform and Universal Credit. Data is currently being developed to understand the profiles of need to understand the scale and requisite interventions. Partners are providing some strong work on helping with finance and debt management. Both Adur Homes and Worthing Homes have work in place to address finance and debt.
- Adur and Worthing have developed their new **Family Support Networks**, following the adoption of the West Sussex Families Plan last year. This Network is developing a group of frontline agencies working together to develop a strong Early Help offer for families locally.
- The Adur and Worthing **Public Health Plan** 2015/16 continues to provide the framework for a variety of action on health and wellbeing, including the Wellbeing Hubs (reported elsewhere on the JSC Agenda), our work on Mental Health, the “Eat Out Eat Well” initiative (working with local businesses) and the

significant work underway to tackle alcohol harms including some innovative practice being carried out with individuals drinking at harmful levels, focusing on changing and modifying behaviours.

- Real progress continues to be made through the involvement of your Chief Executive and Director for Communities on behalf of all Districts and Boroughs in the Coastal West Sussex CCG work on developing an **integrated health and social care system**.
- Work focusing on the **street communities** continues through, for example, the provision of the Outreach Worker working to provide assertive outreach and engagement with complex clients. Enforcement activity continues and work is underway on the emerging issues this year around antisocial behaviour caused by some individuals. Emphasis continues to be placed on the impact of Legal Highs and the 'Enough is Enough' campaign continues to work well. Strong relationships have been established with Sussex Partnership Foundation Trust following a Systems Leadership programme, which is having a positive impact on discharge planning of those with mental health issues into the community.
- The A&W **Health and Wellbeing Partnership** continues to progress well with a focus on a lifecourse approach to mental health to identify the gaps, issues and opportunities for the Partnership. This highlighted gaps around provision for children and those transitioning between children's and adults' mental health services.
- Recruitment is underway for the new **social prescribing** project Going Local (reported to Members in April (JSC) and design work is being carried out to develop a new digital application to link GP practices to community support and help for clients.
- **South Downs Leisure Trust** are aligning their business offer to grow the broader health and wellbeing of communities, including their involvement in referrals from the Wellbeing Hub and participation in the Think Family programme. They have jointly funded the "Good Gym" work around social isolation linked to a physical activity programme and funded 10 free places for Think Family families which has made a big difference to these families and their wellbeing.

4.0 Wave Catcher 3: Becoming Adaptive Councils (... and Waxing the Board)

4.1 The first 'foundations' phase of our Adaptive Councils work is now very close to completion. We have made strong progress in addressing many of the key technological and cultural barriers that prevent organisations from adapting quickly enough to meet changing demands in the 'age of the customer'. We have successfully driven out significant back office savings, helping protect front-line services, at the same time as developing a more 'enabling' culture among our resource units. Work includes.

- In December 2014, Joint Strategic Committee took the decision to **invest in new technology**, to remove the blocks to change and adaptation that traditional IT systems provide, and help us begin to redesign our services according to customer need. In that 18 month period, we have introduced Google for Work (for email, calendar and documents), smartphones to most employees and a ground-breaking and award-winning new platform. This is allowing us to design

and build our own applications centred around the customer, not constrained by having to work within traditional service boundaries as has been the case in the past. Adur and Worthing is the first council in the country to introduce a “no code” platform, which allows us to create our own **digital services** in-house quickly, without dependence on suppliers and consultants.

- We have also been busy building a far more **customer-centred culture**, using information and data to understand issues from the customer perspective and allowing constructive challenge to services when we are not doing the right thing for our customers. Customer Services now actively monitors service demand, and this insight is being used to drive priorities in the digital programme to help reduce demand in the contact centre and elsewhere. We have also developed a **new service improvement approach** which focuses on the reduction of failure demand and the design of service in clusters or 'circles of influence', which combine different skills and service disciplines to join up responses around customer need, regardless of department siloes or boundaries.
- In some areas, we have not made as much progress as we would have liked. For example our new telephone system is being replaced this month (July 2016), which is later than planned, and some of our first products from our new technology platform have taken longer to 'go live' than we wanted. However, new digital products have been rolling out over the last three months, including waste management, housing and a series of internal apps, and we are pleased with the skills and capabilities we now have in-house (which was a key part of our December 2014 strategy). As an example of the speed we can now work, our **housing case management system**, which includes customer self-service functions, was built and implemented within two months by the in-house team working with the service, and we are getting faster and better every day. This is no mean feat for a relatively small District and Borough. We were also recently successful in winning £40k funding from the Local Government Association to build a “social prescribing” app with NHS partners, which is testament to the work we have achieved, and points to a future where we will build more applications with partner agencies to help further improve the experience of local citizens accessing services.
- During this period, various **departmental restructures** helped us organise around customer, citizen or business need and includes, for example, the joining of cemeteries with cremation services to form a single bereavement service, the alignment of all housing and public health related services in the communities directorate, and the agreement to exit the **Census R&B Partnership**, which will move Adur Revenues and Benefits Services back in-house, integrating with the Worthing service. This process has already commenced and will be completed by October 2017 working closely with our Census partners. The **Census ICT partnership** is also actively under review by all partners, and Adur & Worthing are leading the way with plans to move all our applications to '**cloud hosting**', which is the subject of another paper on this Committee's agenda.
- **Customer services** has undertaken a service review and restructure which helps increase our focus on driving service improvement and advocating for the customer. A future phase is planned to drive this intelligence led approach

further, to support working in the wider system of public sector, voluntary and community partners.

- We have more to do in terms of **reducing avoidable contact** and in understanding resources requirements needed to meet the volatility of demand patterns. The introduction of **new contact monitoring software** in July across the organisation will assist customer services to advocate more effectively on behalf of the customer with service departments.
- As the **contact centre platform** is implemented in July, the following months will see the implementation of **web chat** which allows agents to handle up to 5 customer engagements at a time, and the **smarter management of email and social media contacts**, all managed by customer service agents. There will also be new digital services for building control, land charges and planning, using technologies that “plug in” to our modern platform and use the same core customer data.
- More widely across the customer services functions we continue to provide a very high quality of service to all residents and businesses who are served by **Waste and Recycling Services**, parking services, revenues and benefits services and building control. These services exemplify the adaptive council, evolving to reflect different needs of our communities. The forensic customer focus in these areas is a significant contributor to growing residents’ satisfaction levels with the Councils and also to our commercial growth. The services generate or recover significant **income streams** to protect front line services for the benefit of all residents, businesses, visitors and public realm. We require to build this level of focus consistently across the Councils.
- An example of **award winning good customer practice** is the recent success of the Building Control Team working in support of developers who recently won the Local Authority Building Control award for Best High Volume Housing Development delivering a new Premier Inn and a range of luxury apartments on Worthing’s seafront.
- The ‘**Recycling Together**’ project is an example of where the Councils are developing new ways of engaging with residents, harnessing civic capabilities and peer to peer influence to reinforce good recycling behaviours.
- The Councils are also **engaging staff** in developing new ideas for improved customer service and for new commercial opportunities. In the course of 2016/7 £780k of additional income has been identified and new products e.g. Wedding ceremonies at the Worthing Town Hall have been brought to life. The viability of other propositions e.g. pets crematorium proposition and parking services improvement are being worked up with rigorous business cases.
- Electoral Services have administered a successful and major change in the **electoral registration** process this year ensuring that as many residents as possible were enfranchised, using outreach, social media and other proactive engagement with our communities. The recent local, PCC and parish council elections show some of the regulatory and logistical complexity with which the team work, and at the time of writing, we are now working towards the European Referendum on 23rd June.
- Across the **resource functions**, restructures in legal, finance and HR have been successfully delivered, each delivering savings of 15-20%. The **organisational development** team have introduced important initiatives to help develop our people, including a highly successful and ongoing mentoring

programme, a talent management scheme, “Unboxed”, and manager training courses on change, communication and management. The Personal Development Review (PDR) process has been re-designed and is being piloted in Housing.

- Our **Technical Services** team have been working hard to improve their delivery capacity and some key new recruitments have helped drive this change successfully, although there is more work to be done. The Shoreham Centre was successfully delivered in October 2015, and stock condition surveys of our car parks and Adur Homes (10% sample) have been completed. These are enabling a more proactive approach to maintenance and repair, with further corporate condition surveys in progress to drive a more strategic asset management approach.
- Our **finance function** continues to support the business strategically, and has recently developed with the customer services directorate, a self-service budget monitoring application, and improved profit and loss reporting to help us track income targets. This will be rolled out to all budget holders shortly. The Medium Term Financial Strategy is presented elsewhere on the agenda, and work is ongoing to further improve our strategic finance function to ensure we are constantly exploring and developing new opportunities in these challenging financial times. This will include a ‘peer review’, planned for July.
- A **procurement** review was undertaken and reported to Joint Strategic Committee in April this year, which demonstrated a successful record of delivering savings (£1.2m in 2014/15 and £700k 2015/16) and identified a number of key strategic initiatives to drive further savings in the future. High quality contract management training has been delivered to many, although we have more to do to ensure we are consistently managing our suppliers effectively.
- Our **Legal Services** team have developed a stronger ‘relationship management’ approach in recent months with service areas, and despite the significant reduction in resources, are delivering a positive and enabling service as well as maintaining their vital governance and monitoring responsibilities.
- In the digital space, beyond the work being done within the organisation, we are active in shaping the digital future for our places. Whilst our work to introduce **gigabit connectivity** to Adur and Worthing has been slower than we hoped, our strategic work with West Sussex County Council has borne fruit, and we are now making strong progress and moving to procurement in the autumn, subject to Councils’ approval. This promises to be a game-changer for Adur and Worthing, particularly in relation to business growth and inward investment, and creating a significant platform for further place-based digital innovation and deeper engagement with businesses.

5.0 Developments in the Operating Environment

- 5.1 As stated above “*Surf’s Up*” was never intended to cover “all that we do”. Over the last 6 months therefore there has been a considerable amount of other work that has been delivered. Across the board progress is being made on service improvement and cost reduction to meet our on-going budget challenges. Whilst at times progress on some of our digital work has not been as rapid as we would have

liked now that we have the platform, skills and capacity in place we are seeing a real step change in the time it takes to build applications as we had hoped. This will bring significant benefits over the forthcoming period based on our learning to date and we are developing our thinking on how we best do “change with people and technology” into the future.

- 5.2 A point of frustration, however, remains the pace at which some of our big regeneration projects can move (particularly where the Councils are not significant land holders on the sites concerned). It is reassuring however to note that progress is being made on each of them albeit, at times, speed of progress does not meet the expectations of our residents.
- 5.3 The last 6 months has seen us run two significant elections. The first in May 2016 being a complex combined election of Police & Crime Commissioner, District and Borough and Parish Council and the second being the “higher volume” European Referenda. The former involved the induction of new Members, new political groups and a variety of training and support for elected Members taking up their new roles.
- 5.4 Over the last 6 months we have set a challenging budget for 2016/17 (consciously targetting an increase in earned income) and have developed our thinking on a medium term financial strategy. A variety of Programme Boards established 9-12 months ago are now starting to deliver real value.
- 5.5 Various officers have been involved in the formation of two Devolution propositions (one covering the Greater Brighton area via the auspices of the Greater Brighton Economic Board chaired for the last municipal year by Councillor Neil Parkin and for the forthcoming municipal year by Councillor Dan Humphreys) and the other involving 26 Local Authorities in the 3 Southern Counties devolution proposition. Both now appear to be heading for an Autumn 2016 completion at the time of writing.
- 5.6 Your officers have also been involved in sensitive on-going work around the creation of concepts for a permanent memorial to the victims of the Shoreham Airshow disaster in August 2015.
- 5.7 During the last 6 months John Mitchell (Director for Communities) left to start a career in consultancy and Tina Favier has been acting into the role. At the time of writing the recruitment process for a substantive Director is underway with an encouragingly wide and skilled set of applications being received.
- 5.8 It is worth noting at this stage that the “*Surf's Up*” programme is due to complete at the end of this calendar year. Your officers and respective Leaders and Cabinets are therefore beginning to formulate their thoughts around the “daughter of *Surf's Up*”. It appears that generally having a document of this nature has been helpful in setting direction of travel and enabling accountability for delivery. Parts of the approach have been commended for their transparency, clarity and the fact that they connect clearly to place and that (whilst providing much opportunity for parody!) the surfing metaphors have also proved useful in communicating more

generally “what we are about”. The sense at present therefore, is that the next iteration is likely to build on the existing approach, continuing the themes around the financial and social economies of the place and the role of Councils as service providers and leaders of place. Work on this is likely to come to December JSC for debate and approval.

6.0 Legal

- 6.1 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.
- 6.2 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. Joint Strategic Committee Agenda item: 5 5 January 2016
- 6.3 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

7.0 Financial

- 7.1 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

8.0 Recommendations

- 8.1 For Joint Strategic Committee:-

- To note, challenge and comment upon the contents of the paper, the reporting approach and identify any particular areas of interest or concern
- Request a further progress update to JSC in December 2016
- To provide any input, at this stage, to the next iteration of “*Surf’s Up*” (likely to come to JSC in December 2016)

- 8.2 For Joint Overview & Scrutiny:-

- To note, challenge and comment upon the contents of this 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
JSC report 5 January 2016

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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. During the course of the past 18 months it has become evident that a greater attention to environmental sustainability will support and underpin some key elements in our activity. It is likely, therefore, to have a stronger focus in the next iteration of the document.

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”.