

Conclusion of the 'Surf's Up' Programme and the implementation of 'Platforms for our Places'

Report by the Director for Digital and Resources

1.0 Summary

- 1.1 Attached to this report are two reports which the Chief Executive presented to the Joint Strategic Committee on 6 December 2016 relating to the conclusions of the 24 month 'Surf's Up Programme and the proposed implementation of the 'Platforms for our Places' strategic vision.

2.0 Background

- 2.1 As part of its Work Programme for 2016/17 the Joint Overview and Scrutiny Committee (JOSC) has requested that it receive a further report on the outcomes from the 'Surf's Up' Programme and the detail of the implementation of the new Platforms for Our Places strategic vision. This request follows on from an earlier update on the *Surf's Up Programme* which was presented to JOSC by the Chief Executive on 20 October 2016.

3.0 Proposals

- 3.1 The Chief Executive will be present at the Committee to explain the outcomes from Surf's Up, to report on the implementation of 'Platforms for Our Places and also to answer any questions from the Committee. The Leader of Adur District Council, Councillor Neil Parkin, and the Leader of Worthing Borough Council, Councillor Dan Humphreys, will also be present to answer questions from the Committee.

4.0 Legal

- 4.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.

4.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).

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

5.0 Financial implications

5.1 There are no known financial implications arising from this report but the priorities set out in 'Platforms for our Places' will inform the development of the Councils budgets over the next 2-3 years.

6.0 Recommendation

6.1 That the Committee note the outcomes from the Surf's Up Programme and the implementation of the 'Platforms for our Places' programme and consider if any further scrutiny/monitoring is required as part of the JOSC Work Programme for 2017/18.

Local Government Act 1972

Background Papers:

None.

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Schedule of Other Matters

1.0 Council Priority

- 1.1 The Surf's Up Programme has been one of the key documents for establishing the priorities of both Councils over the last 24 months. 'Platforms for our Places' will become the key document for establishing the priorities of both Councils over the next 3 years.

2.0 Specific Action Plans

- 2.1 Actions Plans are set out in *Surf's Up and Platforms for our Places*.

3.0 Sustainability Issues

- 3.1 Stewardship of our Natural Resources is one of the five Platforms in *Platforms for our Places* with relevant commitments.

4.0 Equality Issues

- 4.1 Each of the five Platforms will have specific equality issues.

5.0 Community Safety Issues (Section 17)

- 5.1 Community Safety issues are addressed under Platform 2.

6.0 Human Rights Issues

- 6.1 Matter considered and no issues identified.

7.0 Reputation

- 7.1 Matter considered. Developing a Place Brand is identified as part of Platform 5 and Platform 4 refers to the continued development of communications approaches.

8.0 Consultations

- 8.1 Matter considered. Both *Surf's Up and Platforms for our Places* have been developed from a wide variety of sources including by way of consultations.

9.0 Risk Assessment

- 9.1 Matter considered and no issues identified as part of this report.

10.0 Health & Safety Issues

- 10.1 Matter considered and no issues identified as part of this report.

11.0 Procurement Strategy

11.1 Platform 4 specifically refers to the need for on-going work on our approaches to Procurement as do some of the other Platforms.

12.0 Partnership Working

12.1 Both *Surf's Up and Platforms for our Places* set out the need for strong and consistent partnership working.

Ward: All

Conclusion of the 24-month “*Surf’s Up*” Programme

Report by the Chief Executive and Councils Leadership Team

1.0 Summary

- 1.1 December 2016 marks the conclusion of the *Surf’s Up* programme originally agreed by Joint Strategic Committee (JSC) and both Councils in December 2014. This paper follows hard on the heels of the 18-month review paper to this committee in July 2016 and Joint Overview & Scrutiny Committee in October 2016. This paper will be part update and part reflections on progress and part lessons drawn from the approach to feed into the sister paper on this agenda “*Platforms for our Places*”.
- 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 a 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. It also ensures that the Councils take the identified opportunities to develop our capacity further and faster as community leaders, efficient and effective service providers and Civic Social Entrepreneurs. As with any 2 year period there were a number of emerging new issues and opportunities that we seized on that were of value to our communities. What “*Surf’s Up*” has provided 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 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>
- JSC report 13 July 2016 (18 month update report)
<http://www.adur-worthing.gov.uk/media/media.140520.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. This final report provides the opportunity to stand back and consider providing reflections and lessons for the future.

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 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”

2.0 Progress over the final 6 months and lessons learned from the approach as a whole

2.1 As your Head of Paid Service and Director team, we are pleased that across the “*Surf’s Up*” commitments we have made good progress over the last 2 years. A number have been completed, many significantly advanced yet some have proved slower than we had hoped or anticipated. With a few, ultimately there were other better ways of getting to the desired end and therefore they were not pursued.

2.2 Turning specifically to the 3 Wave Catchers (and the Waxing the Board must-do’s) it is worth noting over the last 6 months the following progress has been made:-

3.0 Wave Catcher 1 :Supporting Wealth Generators

3.1 Progress has been maintained on our Local Plans for Adur and Worthing. Within the past month the new Adur Local Plan was submitted to the Secretary of State in preparation for an Examination in Public early in the New Year. County Council infrastructure investment in Adur and Worthing is set out in the ‘Place Plan’ we adopted earlier in this year and the priorities have now been costed to inform County Council spend in Adur and Worthing.

3.2 We continue to perform well in bidding successfully for public sector investment. Our Local Growth Fund bids were prioritised by the Coast to Capital LEP and

government has announced that we have been in securing funding to help deliver the infrastructure and investment necessary to unlock development at Teville Gate House; Union Place; Decoy Farm; and the A27 adjacent to New Monks Farm and Shoreham Airport.

- 3.3 Within the past 6 months we have marketed the Adur Civic Centre car park site to our local businesses and have now entered negotiations on a pre-let agreement for a new office building which the Council will design and build. We are on track to secure an early demolition of the Civic Centre building on the main site and we have commissioned design work on a new proposal. Work has commenced on the Adur Tidal Walls scheme which attracted LGF funding in an earlier round; and it is very pleasing to note that Ferry Road improvements are now underway.
- 3.4 We have now entered detailed discussions around Heads of Terms to progress development on Union Place and a new planning application for re-development of the Aquarena is with us for determination. Progress on Teville Gate has been slower than we would like, but a scheme for the main site is beginning to emerge through pre-application discussions. A development brief has been prepared for the Grafton Car Park and we are undertaking a series of studies to inform the best option to secure redevelopment.
- 3.5 Our cultural offer has attracted national recognition and audiences have continued to grow. Customers booking our venues for performances are up by a third over the previous year and we have completed a detailed examination of the additional opportunities for driving revenue whilst maintaining our reputation for innovation and excellence
- 3.6 Amongst the reflections and lessons from the last 2 years of the programme it is perhaps worth noticing:-
- That we have shifted our position from a passive and reactive support for business and commercial investment to an approach more dynamic and proactive.
 - Several of our local businesses now regard us as a “trusted partner” both in terms of crisis management, and where long term strategic planning and complex infrastructure issues are concerned.
 - We have begun to create a sound foundation upon which business can identify opportunities, bring inward investment and grow the financial prosperity of our places. On inward investment we have created a new prospectus based approach to key investments in the centre of Worthing, have just launched the Invest AW website (<http://investaw.co.uk/>) and have considerably improved the capacity and quality of our bids to major national funds.
 - Both Councils have been prepared to take equity stakes in their local financial economies (e.g. Adur on Adur Civic Centre and Worthing on Union Place).
 - Our cultural offer has continued to get stronger and put us onto new radars.
 - Perhaps the most challenging area of the commitments in “*Surf's Up*” have been around the progress of a number of our major projects. Not all have progressed at the speed that we had originally hoped. At times we have been overly ambitious with our timelines (or our key partners have not been able or willing to progress at the same pace); at other times we have recognised that

market conditions have not always helped (particularly where we do not have freehold interest in sites); at other times architectural and planning issues can take time and can be contested and initially our capacity to deliver was limited. That latter point has improved considerably with the decision by JSC to allocate resources for 3 major projects staff (which has enabled us to considerably “up” our collective game).

- One of our other lessons from the major projects work has been the relatively poor communication officers have had with Members generally on what was happening on particular sites. This inevitably creates information gaps which are unhelpful. To seek to address this we have now commenced a bi-monthly Major Projects Update for all Members that seeks to provide a short briefing on a number of projects across Adur and Worthing as well as providing the contact details of the people to talk to if more is required.

3.7 In our financial economies, whilst there was something of a late summer “post Brexit Referenda pause” this has not, as yet, caused the reversal of investment decisions or a drying up of enquiries and interest. Indeed the correction in the value of the pound has provided an impetus for some of our manufacturers and service providers with global market reach.

3.8 It is perhaps also worth noting that the on-going programme of events is getting our places “on the map” and supporting diversification within the economy (such as the cultural and maker sector). The Worthing half marathon, the Shoreham Wildlife Festival, the Summer of Circus offer, the Velodrome etc. (as well as the increasing popularity of a number of the large scale community events across our places) appear to be making the kind of breakthroughs we had hoped.

4.0 Wave Catcher 2 : Cultivating Enterprising Communities

4.1 Our work to support our communities to become more enterprising and more resilient has progressed well over the last 6 months. Numerous initiatives and achievements have been highlighted in recent reports to JSC. The following represents a short precis of some of these outputs in recent months.

- The “Going Local” social prescribing initiative launched in November 2016 and has now received its first referrals. This project, supported by the local Coastal Commissioning Group aims to tackle many of the underlying causes that lead to individuals presenting to GPs, but where alternative to medical interventions will benefit the individual’s overall wellbeing.
- The roll out of the Eat out-Eat Well programme across both our regulatory and wellbeing functions
- Continued delivery and expansion of our Think Family supporting families into work, into education, whilst addressing finance, benefit and debt issues.
- Cross cutting work between Housing and Wellbeing teams to identify and support families and individuals whose circumstances will benefit from interventions to support them into employment, with the dual outcomes of preventing homelessness and enabling them to access in work benefits. In the longer term, building resilience
- Agreement to trial community management of allotments in Adur, building on the experience and good practice in Worthing

- Continued management of parks and open spaces that encourage and enable our communities to stay well and resilient. Including the continued programme to install public gym equipment and the proposed work at Brooklands lake.
- Continued developments of the offer provided by our leisure services in Adur and Worthing to attract customers of all ages and abilities
- Ongoing work with Trust for Conservation Volunteers (TCV) to promote volunteering and supporting our parks initiatives which we will develop into a broader wellbeing agenda in 2017-18
- Review and agree a new approach to public health enforcement that promotes best practice in all areas.
- Implementation of Public Space Protection Orders as an additional tool to use in tackling anti-social and unwanted behaviours
- Multi-agency partnership to support and address the growing need in our communities for affordable and social housing. Including the agreement of Adur District Council to the redevelopment of the Albion Road site and the final sign off of the loan to Worthing Homes Housing Association.

- 4.2 Over the two years we made real progress across this Wave Catcher area. JSC will recall a number of papers over the last 6 months looking at public health and wellbeing, housing and homelessness, wise approaches to regulation, Think Family, etc. that have identified the real outcomes that focussed attention on Enterprising Communities has brought.
- 4.3 We have recently recommissioned the community and voluntary sector infrastructure work and Community Works began delivery in July 2016. The main focus to date has been building networks and engagement pathways across the sector. They hosted a successful engagement event in October at which more than 50 groups were represented. In coming months they will be working closely with the Communities and Wellbeing teams to support the Going Local initiatives; develop their role as a broker for voluntary and community groups to access business volunteers and trainers as well as supporting the sector in recruiting, training and matching volunteers to support specific projects and programmes.
- 4.4 Considerable progress continues to be made around parks and open spaces, including the management of allotments approach being extended.
- 4.5 A range of officers are working with West Sussex County Council and Coastal West Sussex Coastal Commissioning Group (and other health provider partners) in seeking better outcomes from public health investment and better integration of the NHS on a locality basis over the longer term.
- 4.6 Housing remains our most significant challenge. We are seeing applications for homelessness rising with up to 100 homelessness applications per month needing to be assessed. A significant number will be placed in emergency and/or temporary accommodation whilst this process is completed. Overall demand for housing of all tenures remains strong. Currently the housing register in Worthing is in excess of 1000 people and in Adur 700. This number is continually rising due to the lack of affordable accommodation in the area.

4.7 This committee has recently made specific decisions about how to tackle some of the housing issues and longer term solutions. In the case of Adur, at the last JSC meeting a decision was made to proceed with a development that should see the first Council housing built in the District for over 20 years.

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

5.1 This is perhaps the Wave Catcher (and the things we must fix) on which we have made most progress. This is not entirely surprising as the vast majority of the commitments and things that we needed to do were within our remit.

5.2 In the last six months we have made more progress as customer focussed Councils.

- The deployment of new contact centre technology has enabled customer services to start analyse incoming demand, and to start to develop customer insight, which will inform service improvements across the business. A restructure of the customer service teams provided for an improved focus on data analysis and cross-departmental advocacy of the customer. We are focussing on identifying and eliminating root causes of failure demand, and to drive up end to end service relevance.
- We have embarked on a programme of service improvement work which we are calling 'circles of influence'. This involves organising skills and processes in clusters which align more closely with customer need, and break down departmental process silos.
 - Bringing back of Adur Revenues and Benefits service in-house is already underway. This will allow us to engage differently, and more proactively with our residents to develop more consistent approaches to benefits assessment, income recovery and debt advice and management.
 - The second part of the programme is a review of building control and planning processes and working practices, to improve speed to serve, income generation and customer self service wherever possible.
 - The third element of work which is currently being scoped is to develop omni-channel capabilities and data capture so that we can start to measure and reduce customer effort and offer more channels of choice - email, text messaging, web chat, web forms - in seeking advice or service resolution.
- Real progress has been made on the identification of opportunities to commercialise our services, and in piloting behavioural change projects. The recent 'Recycling Together' project showed how the Councils can harness the peer to peer networks of our citizens to spread the word - extending our influence beyond what we would have otherwise achieved through just compliance and enforcement activities.

5.3 In terms of the “Waxing the Board” significant progress has been made across all areas. Some of the very basic technology, telephony, information architecture, procurement, financial systems, communications issues have been addressed and are much stronger. We now have a much better base upon which to build an ambitious agenda moving forward. That’s not to say everything is perfect (and there is still more work to do in a number of areas), but we have moved a long way in the last 2 years. Concerted attention, investment and progress on the digital

programme has now enabled us to have a technical platform upon which we can either fast build and prototype our own applications or buy and plug in existing applications. A new telephony system is already providing enormously valuable data and intelligence about who is contacting us (and who is failing to get through) and already enabling us to take actions to both reduce failure demand and ensure we are meeting people's needs quicker. Again there is more to do here.

5.4 On the financial side it is worth remembering that over the last 3 years Worthing's revenue support grant from Central Government has been cut by 9.1%, 6.5% and 10.4% with an increase in Council Tax of only 2%, and for Adur by 5.9%, 5.2% and 11%, with an increase in Council Tax of only 1%.

5.5 One of the key strategic goals of "*Surf's Up*" was that in a time of austerity we did not wish to hunker down, "turn the lights out" and hope for better times. Members consciously chose to tackle the financial challenges head on, and seek to lead with confidence across our communities. For the most part this has worked well and is an approach that it is suggested we take forward into *Platforms for our Places*.

6.0 Learning from our experiences

6.1 Elsewhere on the JSC agenda there is a paper, *Platforms for our Places*, that suggests a direction of travel for the next 3 years. It evolves from what's worked, what hasn't and what we have learnt from the "*Surf's Up*" experience.

6.2 Whilst there are a number of experiences from which we can learn, they can perhaps be condensed (as indeed they are in *Platforms for our Places*) as follows:-

- That as Councils we can't and shouldn't seek to do everything for everyone. The prosperity of our places and our future generations depends on individuals, communities, businesses and civic institutions networked together, rather than one State provider of everything.
- That the safety nets for our communities are important and that at times need to be stronger (particularly when financial circumstances change rapidly for individuals and their families). This reflects in both the essential services we provide and those we commission or influence that are provided by others.
- That where we have been able to innovate we have learnt from getting things right and from getting things wrong. Our approach to innovation (particularly around service design for example) is maturing apace. Where we innovate it has often led to other partners joining us in those approaches for mutual benefit.
- At times both Councils have had to take some pretty difficult decisions which have not always been universally popular. Doing so as openly as possible, being clear on our positions, debating them while they are open and then moving on once the decision is made has proved beneficial.
- Being advocates for our places, be that banging the drum for inward investment, social innovation or national and regional positioning has paid dividends. The more skilled we are in our advocacy and our communication generally the better conversations we have and the more clearly our voice is heard.

- Our natural environment is hugely valued by individuals, communities and business alike. It is a significant part of what makes us the places we are. There is a very real appetite across our places for people to step up and take part in the stewardship of our beautiful natural resources for the long term benefits of all.
- Perhaps most crucially of all we are learning that we could not, should not (and cannot) be the provider of everything. Our role increasingly is to create and sustain platforms enabling our places to thrive over the longer term.

7.0 Legal Implications

7.1 There are no specific legal implications related to this report

8.0 Financial Implications

8.1 There are no specific new financial implications related to this report.

9.0 Recommendations

9.1 Joint Strategic Committee is asked to note the report, the contents and lessons learnt and to add any thoughts or observations on the process of their own.

Local Government Act 1972

Background Papers:

Joint Strategic Committee - 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

Joint Strategic Report - 2nd Dec 2014 - "*Surf's Up*" a 2-year programme to deliver the Catching the Wave ambition

Joint Strategic Report 7 Jul 2015 -The "*Surf's Up*" Programme: a 6 month update report

Joint Strategic Report - 5 Jan 2016 The "*Surf's Up*" Programme: a 12 month update report

Joint Strategic Committee - 13 July 2016 - The "*Surf's Up*" Programme : an 18 month update report

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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

- 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 Risk Assessment

- 8.1 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.

9.0 Health & Safety Issues

- 9.1 None specific to this report

10.0 Procurement Strategy

- 10.1 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.

11.0 Partnership Working

- 11.1 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".



~~Joint Strategic Committee
6th December 2016
Agenda Item 6
Adur District Council
15th December 2016
Worthing Borough Council
20th December 2016~~

Ward: All

“Platforms for our Places” - Unlocking the power of people, communities and our local geographies

Report by the Chief Executive

1.0 Summary

- 1.1 A sister paper on this Joint Strategic Committee (JSC) agenda refers to the conclusion of the Councils two year programme of activity “*Surf’s Up*”. Drawing on the experiences of the last two years; the expressed thoughts and policy views of elected Members and positions of key stakeholders and partners, *Platforms for our Places* has been crafted to guide Adur and Worthing Councils through the next three years (2017-2020).
- 1.2 The idea behind *Platforms for our Places* (Appendix 1) is evolutionary, not revolutionary from *Surf’s Up*. Drawing on the themes of *Surf’s Up* the Councils recognise they cannot and should not seek to do everything for everyone. Their role has been focussed on provision of essential services and the creation of the required “platforms” upon which others in our communities are able to do the things, which create and sustain our long term prosperity.
- 1.3 The document identifies 5 key platforms namely:-
 - Our Financial Economies
 - Our Social Economies
 - Stewarding our Natural Resources
 - Services and Solutions for our places
 - Leadership of our Places

Underpinning each are a series of commitments for the Councils (and a range of key stakeholders) to create, sustain or further develop those platforms.

2.0 *Platforms for our Places* ... unpacking the ideas

- 2.1 We believe Adur & Worthing are each rather special and contrasting places. They are places of difference, with incredible variety given the relatively small land areas that we cover. Relationships between key partners are generally good and give us potential to seize opportunities presented to our financial and social economies.

However, we live in interesting times, and the context in which we operate changes fast. In discharging the Councils' roles as community leaders, resource allocators, advocates and champions for our places, we need to focus our energies on creating the right conditions for the long term health and prosperity of the communities we serve. Given the financial and other challenges we (and many others) face, we need to do more to develop the underlying platforms that will enable others to help build that longer term health and prosperity.

- 2.2 *Platforms for our Places* sets out the context in which we operate and lessons learnt over the last few years in more detail. It identifies why platforms are important; that they form the foundations for great community activity (including our business community) and why, in a world in which many feel the benefits of globalisation are passing them by, a focus on local places and activity in local communities can be of profound importance to the fabric of those communities.
- 2.3 *Platforms for our Places* takes forward several of the *Surf's Up* themes and adds Stewardship of Natural Resources and Leadership of our Places to create the 5 platforms identified as essential for happy, healthy, prosperous, innovative, dynamic and sustainable communities, able to thrive independently of the State over the medium and longer term.
- 2.4 Under each of the Platforms there are an identified series of commitments comprising activities that are deemed key to building and maintaining Platforms (or enabling or regulating their use). By commitments, we mean serious statements of intent. We will use our best endeavours to bring them about within the timeframes set out. The document makes reference to a number of different roles that the Councils (and at times a number of their partners) will need to undertake. Leading places is not easy, it is complex stuff and, got right, the benefits are real. The Councils are already making progress on a number of these issues and beginning to develop the skills and capacities required.
- 2.5 Members will note that some of the commitments are rolled over from *Surf's Up*. Where we have not made the progress that we wanted to (and the objective still remains important) they have been taken forward. Other commitments build on the foundations of *Surf's Up*. Others are priorities that have emerged over the last 12-18 months, identified as significant value creating issues.
- 2.6 On the subject of the commitments it is worth noting that in the complex public (and private) sector systems that we work in, there are a range of key stakeholders across public, private, community and voluntary sectors that will work together to deliver. There are other commitments where achievement is in our hands alone. In the former, clearly we need strong relationships to co-lead delivery.

3.0 The Platforms

- 3.1 Members will be familiar with the concepts behind Platform 1 (Our Financial Economies), Platform 2 (Our Social Economies) and Platform 3 (Services and Solutions), and may be less familiar with Platform 4 (Stewarding our Natural Resources) and Platform 5 (Leadership of our Places).

- 3.2 In this introductory report we do not rehearse at length the details of each Platform contained in the draft document in the appendix. That being said it might be worth briefly referring to the 2 new Platforms.
- 3.3 The Platform for Stewarding our Natural Resources has come from a range of stakeholder, political and strong community interest (including from within our business community). It is also one where individuals and groups of people working at the local level can have real impact. This is not about macro-policy discussions on climate change or Kyoto protocols, it is about people and communities taking practical actions. It is about connecting and unlocking the energy of people in our communities who want to get involved. And from the Councils' perspective it is about getting our own house in order. It is not about lots of new bureaucracies and form filling, but it is about how stewardship of the resources that we use (energy, water, fuel etc. etc.) and prudent financial management of our organisations can come together better.
- 3.3 Platform 5 (Leadership of our Places) builds on one of the themes in Adaptive Councils in *Surf's Up*. Over the past 2 years the communities of Adur and Worthing (despite at times having difference) have broadly been comfortable with and keen to participate in the civic leadership of their places. This is partly through democratic representation, and partly through participative democracy and the leadership of community associations and voluntary organisations. This is a vital part of our social fabric and therefore constitutes a Platform in its own right. Amongst the themes here are how we brand and explain our places better, how we conserve and adapt our valuable institutions and networks of place and how we keep democracy relevant to all.
- 4.0 Resourcing it.**
- 4.1 *Platforms for our Places* has been developed in parallel with the budget proposition for 2017/18 (and in parallel with a wide range of external bids to various funding bodies). *Platforms for our Places* is a 3 year proposal and therefore enables the next two budgets to be designed within its parameters. Budgets are, after all, the financial expression of the democratic policy will.
- 4.2 Specific reference is made in Platform 4 to the on-going work around our Financial Strategy. The direction of travel in both *Platforms for our Places* and our Medium Term Financial Strategy are the same. Put very simply that means reducing our cost base, increasing income and taking investment opportunities that provide good rates of financial (and potentially social) return.
- 4.3 If the Joint Strategic Committee and both Councils approve the *Platforms for our Places* approach then a number of the commitments will become part of the "day job". Others may require separate business cases to be developed as part of the political decision making leading to delivery. Nothing in *Platforms for our Places* takes away the need for usual decisions on key projects and activities in line with our constitutional requirements.
- 4.4 The document touches on capacity. Members may recall in *Surf's Up* elements of the "Adaptive Council" agenda. This sought to make the Councils better able to

pro-actively see where interventions were required and get on and do, to respond quickly and appropriately and to learn from those experiences and change. As Councils we have made some real strides in this direction over the last 2 years, and know we have more to do. *Platforms for our Places* will challenge us further to develop new capacity, skills and ways of operating and use our limited organisational development resources wisely to support this.

5.0 Communicating Platforms for our Places

- 5.1 If agreed by JSC and Councils, then the document will be better designed for wider consumption (including the creation of good digital content and collateral to help with its communication both internally and externally). A slightly longer version, required by some key partners, will also be produced. Although drawing from relationships with partners, it will be important to have a series of good quality conversations with them setting out our direction of travel for the next 3 years and how best we work with them. The individual Platforms are likely to become a framework for our communications agenda over the next 3 years.

6.0 Progress Reporting

- 6.1 The Councils have over the last 12 months developed a new internal business planning and reporting methodology across all of our service areas. *Platforms for our Places* at times draws directly from those processes and at other times will influence them.
- 6.2 In terms of oversight, the intention would be to use the ordinary line management accountability chains to ensure progress, challenge and support where things do not progress as hoped and potentially to develop a degree of peer challenge to get the widest degree of understanding and ownership of some of the commitment areas.
- 6.3 The Chief Executive and the Councils Leadership Team (the Directors) will report to the JSC on a 6-monthly basis against progress, and it is anticipated (if that is the will of the Joint Overview & Scrutiny Committee) that those reports will go on to that committee with relevant officers or Cabinet Members attending as required.
- 6.4 It is also intended to develop a mechanism with the Local Strategic Partnership whereby focus can be brought to issues that are particularly complex and involve a range of partners if that will help unblock or gain better traction.

7.0 Recommendations:-

- 7.1 That the Joint Strategic Committee is invited to consider the draft *Platforms for our Places* approach, to comment and make suggestions on its contents and recommend its approval to both Councils as one of the Councils core strategic documents for the next 3 years.
- 7.2 That Adur District Council considers the draft *Platforms for our Places* document and any comments and observations from Joint Strategic Committee and endorses

the approach as one of Adur District Council's strategic documents for the next 3 years.

- 7.3 That Worthing Borough Council considers the draft *Platforms for our Places* document and any comments and observations from Joint Strategic Committee and endorses the approach as one of Worthing Borough Council's strategic documents for the next 3 years.
- 7.4 If agreed by Joint Strategic Committee and both Council Chambers that officers are instructed to:-
- Design the document and means of communicating it in a low cost and digitally friendly manner
 - To begin the key conversations with strategic partners
 - To put in place the suggested oversight arrangements

8.0 Legal Implications

- 8.1 Section 111 Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions.
- 8.2 Section 1 Localism Act 2011 provides the Council with a general power of competence and empowers Local Authorities to do anything which individuals generally do, and is not prohibited by pre existing legislation.

9.0 Financial Implications

- 9.1 The priorities set out in Platforms for our Places will inform the development of the Councils budgets over the next 2-3 years.

Local Government Act 1972

Background Papers:

Joint Strategic Committee - 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

Joint Strategic Report - 2nd Dec 2014 - "Surf's Up" a 2-year programme to deliver the Catching the Wave ambition

Joint Strategic Report 7 Jul 2015 -The "Surf's Up" Programme: a 6 month update report

Joint Strategic Report - 5 Jan 2016 The "Surf's Up" Programme: a 12 month update report

Joint Strategic Committee - 13 July 2016 - The "Surf's Up" Programme : an 18 month update report

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Schedule of Other Matters

1.0 Council Priority

- 1.1 *Platforms for our Places* becomes one of the key documents for establishing the priorities of both Councils over the next 3 years.

2.0 Specific Action Plans

- 2.1 Are set out in detail in the draft *Platforms for our Places* document.

3.0 Sustainability Issues

- 3.1 Stewardship of our Natural Resources is proposed to become one of our 5 Platforms with a range of commitments flowing from it.

4.0 Equality Issues

- 4.1 Each of the 5 Platforms will have specific equality issues. Whether that's providing better emergency and temporary accommodation for homeless families, addressing disabling mental health conditions or ensuring small local SMEs have a level playing field for bidding for Council contracts with "the big boys". Equality of opportunity is a thread that runs throughout.

5.0 Community Safety Issues (Section 17)

- 5.1 Community Safety is one of the specific issues addressed under Platform 2.

6.0 Human Rights Issues

- 6.1 There are no specific Human Rights issues arising from this report.

7.0 Reputation

- 7.1 The issue of developing a place brand is identified clearly within Platform 5 and within Platform 4 the continued development of our communications approaches are set out.

8.0 Consultations

- 8.1 *Platforms for our Places* has been drawn from a variety of sources over the last 12-18 months. Sometimes this is formal consultations, sometimes formal meetings where thoughts, views and ideas are raised, other times more informal consultations. Its compilation has been part art and part science and as a major piece of the policy framework of both Councils it is for the democratically elected representatives of the communities of Adur and Worthing to determine the work of the Councils over the next 3 years.

9.0 Risk Assessment

9.1 None specific to this report.

10.0 Health & Safety Issues

10.1 None specific to this report.

11.0 Procurement Strategy

11.1 Platform 4 specifically refers to the need for on-going work on our approaches to procurement (as do several of the other platforms)

12.0 Partnership Working

12.1 The need for strong and consistent partnership working and relationships is set out in some detail in the covering report and appendix