

ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
20 September 2018
Agenda Item 6

Key Decision [No]

Ward(s) Affected: N/A

**Delivering *Platforms for our Places*: Progress report - January to June 2018
and mid term review and refresh of the commitments**

Report by the Director for Digital and Resources

Executive Summary

1. Purpose

1.1 Attached to this report are copies of the reports from the Chief Executive which were presented to the Joint Strategic Committee on 10 July 2018 which provided an overview of progress against a range of commitments set out in '*Platforms for our Places*' over the period January to June 2018 and also a mid term review and refresh of the commitments contained in '*Platforms for our Places*'.

1.2 At this meeting, the Joint Overview and Scrutiny Committee (JOSC) is asked to consider and question the Chief Executive and Executive Members on the progress in delivering the commitments and activities in Platforms for our Places and the refresh of the commitments.

2. Recommendations

2.1 That the Committee note the progress in delivering the commitments and activities in Platforms for our Places and the refreshed commitments and question the Chief Executive and Executive Members on this.

3. Context

3.1 As part of its Work Programme for 2018/19 JOSC has agreed to review the progress in delivering the commitments and activities in Platforms for our Places in September 2018 and March 2019 and also question the Chief Executive and Executive Members on the progress. Since the Work Programme was agreed there has been a refresh of the commitments, which were adopted by both Councils. This report, therefore, also gives JOSC the opportunity to review the refreshed commitments.

4. Issues for consideration

4.1 JOSC is asked to consider the progress in delivering the activities in Platforms for our Places and the refresh of the commitments, details of which are set out in the copies of the reports attached as appendices to this report which were presented to the Joint Strategic Committee on 10 July 2018.

5. Engagement and Communication

5.1 The Joint Chairmen and Vice-Chairmen of JOSC have been consulted on the proposals contained in this report.

6. Financial Implications

6.1 There are some financial implications arising from the overall Platforms for our Places document which are covered under the overall budget process.

7. Legal Implications

7.1 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.

7.2 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).

7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a Best Value Authority to make continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.

Background Papers

Platforms for our Places (adopted by Adur District Council 15 December 2016 and adopted by Worthing Borough Council 20 December 2016.

Platforms for our Places six month progress report to Joint Strategic Committee - 10 July 2018

Platforms for our Places mid term review and refresh of commitments - Report to Joint Strategic Committee 10 July 2018.

Officer Contact Details:-

Mark Lowe

Scrutiny and Risk Officer

Tel: 01903 221009

mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

Developing our financial economies is one of five Platforms for development in Platforms for our Places. The progress and refresh reports attached as appendices to this report provide an overview and highlights on how the Councils are working to develop this Platform.

2. Social

2.1 Social Value

2.1.1 Developing our social economies is one of five platforms for development in Platforms for our Places. The progress reports attached to this report provide an overview and highlights on how the Councils are working to develop this platform.

2.2 Equality Issues

2.2.1 Through Platforms for our Places, the objective is to build the capacity of our communities and engage with them to find solutions and ensure our services are designed to respond and meet their needs.

2.3 Community Safety Issues (Section 17)

2.3.1 There are specific commitments in Platforms for our Places which relate to the promotion of our communities as safe places.

2.4 Human Rights Issues

2.4.1 Through the implementation of Platforms for our Places the Councils are seeking solutions with our partners to enable our residents, communities and places to thrive.

3. Environmental

3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in Platforms for our Places. The copy report from the Joint Strategic Committee 10 July 2018 attached to this report provides an overview and highlights on how the Councils are working to develop this platform.

4. Governance

- 4.1 This report provides the Joint Overview and Scrutiny Committee with an overview of the progress being made to implement Platforms for our Places, the Councils' three-year plan to enable our places to thrive and also the proposed refresh and amended commitments.
- 4.2 The presentation of this report to the Joint Overview and Scrutiny Committee ensures that officers are accountable in delivering elected Member's ambitions for our places.
- 4.3 The proposed review of commitments will ensure that officers can advise elected members how their strategic intent can be best achieved in response to emerging trends and thinking, and resources and barriers to maximising outcomes are effectively managed.
- 4.4 Working with local and sub-regional partners is a critical element in delivering Platforms for our Places. It will remain an important area of focus for Officers.



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
10 July 2018
Agenda Item 5
Worthing Council
17 July 2018
Adur Council
19 July 2018

Key Decision No
Ward(s) All

Platforms for our Places : 6 month Progress Report (January to June 2018)

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1 This is the third 6 monthly report on the Implementation of *Platforms for our Places*, and (along with the 6 month Progress Report at Attachment A) provides Joint Strategic Committee with an update on progress made and challenges experienced during the period January to June 2018.
- 1.2 As the Committee will see, there continues to be good progress on a number of the commitments made by the Councils. Building on the previous 6 monthly update report, JSC will note a number of the commitments are now complete, many have progressed further with only one currently showing “red” (or stuck). A sister report on this JSC agenda takes this 18 month state of progress and refreshes the approach, making suggestions on a refined set of commitments for the next 18 months.
- 1.3 The report provides the opportunity for JSC to report to both Full Councils and Joint Overview & Scrutiny Committees on progress.

2. Recommendations

- 2.1 Note the progress made and challenges experienced in the implementation of *Platforms for our Places* over the period January to June 2018.
- 2.2 Request a further update report in January 2019 detailing progress over the next 6 month period.
- 2.3 Agree to refer this report to Joint Overview & Scrutiny Committee for their consideration.

3. Context

- 3.1 In December 2016 Adur and Worthing Councils adopted *Platforms for our Places* as the Councils' direction of travel for the next three years. Joint Strategic Committee requested updating reports (on a six-monthly basis) on the progress being made on the commitments set out in the document.
- 3.2 *Platforms for our Places* builds on the need to explore and reset our relationship with our residents, recognising as Councils we cannot and should not do everything for everyone. Our role as Councils (as well as providing great services and vital safety nets) is to create and maintain 5 essential platforms upon which our communities can build happy, healthy, prosperous and connected places.
- 3.3 Platforms for our Places identifies five platforms namely:
- a) Our Financial Economies
 - b) Our Social Economies
 - c) Stewarding our Natural Resources
 - d) Services and Solutions for our Places
 - e) Leadership of our Places
- with each platform underpinned by a series of commitments.
- 3.4 The January 2018 report to Joint Strategic Committee highlighted emerging issues from the first six months of implementation including:
- a) progress on major projects
 - b) improving our visitor and cultural economies
 - c) improving customer service
 - d) developing our organisation, and
 - e) working with partners
- 3.5 All previous 6-monthly update reports to Joint Strategic Committee have also been considered by Joint Overview and Scrutiny Committee (JOSC). JOSC has commented in the past that the analysis by platform was helpful and asked for a particular highlight on any "red" commitments.

- 3.6 For the purposes of tracking the commitments in Attachment A a ‘traffic light’ system has been adopted:

| Status Indicators | Status Definition |
|-------------------|--|
| Blue | Completed. |
| Green | In progress: on track and on time. |
| Amber | In progress : but delays anticipated or minor issues to be resolved (no apparent “show stoppers” identified) |
| Red | Significant difficulties in implementation. |
| Grey | Yet to start |

4. Issues for consideration

- 4.1 The Progress Report (Attachment A), provides an overview of the main highlights, challenges and future focus in the development of the five platforms over the last 6 months. The progress report also provides an overview of the current status of Platform commitments. Overall, of the 143 commitments : 17 are completed, 74 “green”, 51 “amber” 1 “red” and 0 “grey”.

- 4.2 Whilst detailed platform highlights and challenges are drawn out in the attachment there is some particularly notable progress to update on over the last 6 months. The Committee will note progress on prominent commitments including:

4.2.1 *Platform 1 : Our Financial Economies*

- Demolition of Teville Gate car park and the substantive redevelopment of “Station Square”
- The acquisition of Union Place and the decision to enter a Land Pooling Agreement with London and Continental Railways to bring forward a viable development on the site.
- Commencing on-site in Ham Road, Shoreham of a new Adur District Council funded office block to secure a major local employer in the District over the long term.
- Agreement reached with West Sussex County Council on an outline business case for investment in Worthing Town Centre Public Realm

- Announcement of County-wide contract with City Fibre to bring Ultrafast dark fibre connectivity to Worthing, Shoreham and the wider County of West Sussex.

4.2.2 *Platform 2 : Our Social Economies*

- Significant progress in seeking to meet the supply side demands of temporary and emergency accommodation.
- “Going Local” social prescribing project continuing to grow in scale and impact.
- Launching the discovery phase of “one good friend” project aimed at supporting young people’s mental health and emotional resilience.
- Adopting a new Public Health Strategy for Adur & Worthing “Start Well, Live Well, Age Well” to focus investment and interventions.

4.2.3 *Platform 3 : Stewarding our Natural Resources*

- Restoration of Brooklands Lake, supported by a thriving “Friends of” group to help design a master plan for the future of the park.
- Installation of new electric vehicle charging points across Adur and Worthing
- Work on enhancing bathing water quality
- Successful trialling of waste minimisation and recycling awareness programmes in Findon Valley.

4.2.4 *Platform 4 : Services and Solutions*

- Housing Repairs App in Adur Homes launched, transforming service delivery and improving outcomes.
- Establishing and mainstreaming the use of service design approaches in work in Revenues and Benefits, Customer Services.
- Digital self service work progressing well in a variety of strands of waste services
- Good progress on delivering against at £750,000 per annum saving from procurement and contract management.
- Recognition of our digital agenda in the Municipal Journal Awards 2018.

4.2.5 *Platform 5 : Leadership of our Places*

- Running of comprehensive set of elections in May 2018, induction programme and development for all new councillors underway.
- Taking our Systems Leadership and Service Design capacity into work across public service agencies, including in the areas of preventing homelessness and young people thriving.
- Adur and Worthing Councils are regarded as valued and influential partners by West Sussex County Council, Greater Brighton, our local NHS and public health bodies and a range of businesses and community and voluntary sector leaders and organisations.

4.3 Hitting the half-way point

At the end of June 2018 we reached the 18 month period in the 3 year *Platforms for our Places* programme. Overall your officers assessment is that good progress is being made and the platforms approach (and the commitments referred to) have provided a helpful focus for work, investment and partnership activity. As will be seen from the attachment a number of commitments are now completed and a number of others are so far progressed that it is reasonable to expect their completion in the next 6 month period. It was always intended that *Platforms for our Places* would be a dynamic document (not one set in stone that was unable to adapt or change to new needs or opportunities over the 3 year period). Over the last few months analysis has been undertaken of what, if any, changes are required to the existing commitments, and what new commitments can helpfully be added (replacing those that have now been completed). A sister paper on this agenda sets out for Committee a series of proposals to refresh the commitments in *Platforms for our Places*.

4.4 At Risk Commitments

In response to Joint Overview & Scrutiny's specific requests that Joint Strategic Committee should note any "red" commitments, there is only one such commitment as at June 2018 (a reduction from 7 in the report considered by JSC in July 2017).

- 4.5 The "red" commitment relates to the development of the Stagecoach site in Worthing (1.6.15). Over the last 6 months discussions with key land owning stakeholders have progressed helpfully if slowly. That being said it still appears that insufficient progress towards completion has been made to record this as anything other than a "red".

5. Engagement and Communication

- 5.1 As outlined in the Progress Report, engagement with our communities and partners is critical to realise our objectives and deliver the individual commitments outlined in *Platforms for our Places*. It remains an important area of focus for Officers as we move into the second half of the *Platforms for our Places* programme.

6. Financial Implications

- 6.1 There are no unbudgeted financial implications to this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process. The setting of a draft budget for both Councils for 2018/19 was undertaken with the *Platforms for our Places* commitments in mind and, as will be seen from other reports on this JSC agenda, are consistent with the revenue budget and capital strategies.

Legal Implications

- 7.1 There are no specific legal implications relevant to this report. The legal implications relevant to any individual commitment are reported in the usual decision making process.

Background Papers

- [*"Platforms for our Places" unlocking the power of people, communities and our local geographies*](#) - adopted by Adur District Council - 15 December 2016; adopted by Worthing Borough Council - 20 December 2016
- [*Delivering Platforms for our Places: Mid-Year Report 2017*](#) and [*Appendix*](#) - Joint Strategic Report - 11 July 2017 (Item 5)
- [*Delivering Platforms for our Places: Progress Report June - December 2017*](#) - Joint Strategic Committee (Item 5) - 9th January 2018

Officer Contact Details:-

Alex Bailey, Chief Executive
Worthing Town Hall
01903 221001 alex.bailey@adur-worthing.gov.uk

Alan Higgins, Chief Executive's Policy Officer
Worthing Town Hall
01903 221003 alan.higgins@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

- 1.1 Developing our financial economies is one of five platforms for development in *Platforms for our Places*. The Progress Report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this platform.

2. Social

2.1 Social Value

- 2.1.1 Developing our social economies is one of five platforms for development in *Platforms for our Places*. The Progress Report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this platform.

- 2.1.2 A particular focus of *Platforms for our Places* is how to build capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensure the Councils provide a robust 'safety net' for vulnerable members of our communities.

2.2 Equality Issues

- 2.2.1 *Platforms for our Places* objectives including building the capacity of our communities and engaging with them to find solutions that ensure our services (and interventions) are designed to meet specific needs.

2.3 Community Safety Issues (Section 17)

- 2.3.1 There are specific commitments in *Platforms for our Places* which relate to promote our communities as safe places. Delivery of these commitments are in progress.

2.4 Human Rights Issues

- 2.4.1 Through the implementation of *Platforms for our Places* the Councils are seeking solutions with our partners to enable our residents, communities and places to thrive.

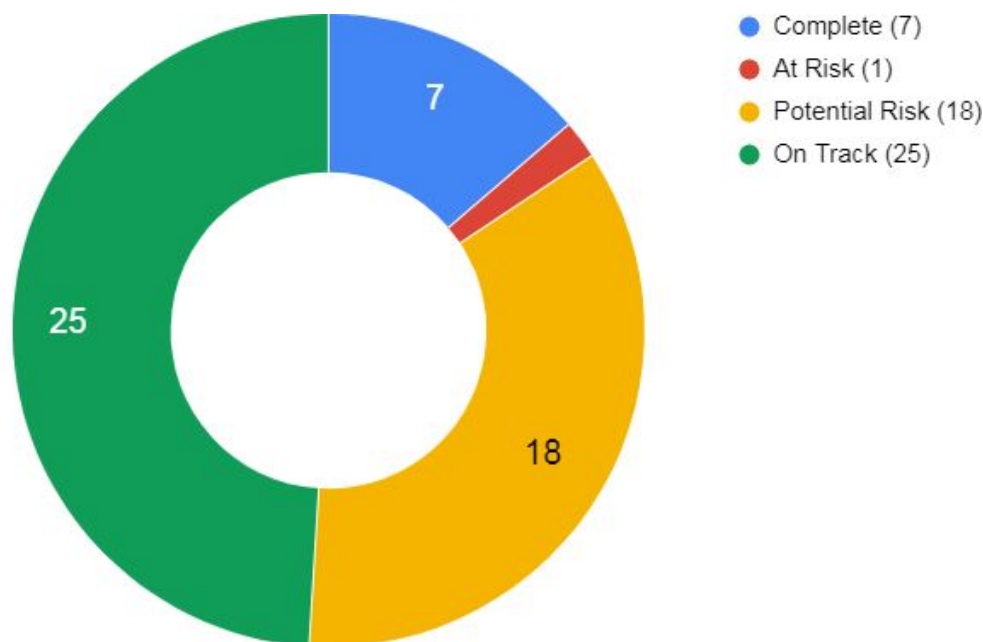
3. Environmental

- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platforms for our Places*. The Progress Report ([Attachment A](#)) provides an overview and highlights on how the Councils are working to develop this platform.

4. Governance

- 4.1 This report provides Joint Strategic Committee an overview of the progress being made to implement *Platforms for our Places*, the Councils' three-year plan to enable our places to thrive.
- 4.2 The presentation of this report and proposed recommendations to refer it to Joint Overview and Scrutiny Committee ensure that officers are accountable in delivering elected member's ambitions for our places.
- 4.3 Working with local and sub-regional partners is a critical element in delivering *Platforms for our Places*. It will remain an important area of focus for Officers

Commitment Tracker



Overview : last 6 months

The Councils are making significant contributions to drive the development of our financial economies. We have met significant milestones on main development sites across Adur and Worthing, including the commencement of the office block on the old Adur Civic Car Park site, the demolishing of the Teville Gate Car Park and the announcement of a partnership to develop Union Place. The development of our

place will be a key focus going forward with planning applications expected on major development proposals, pursuing the development of Colonnade House and the Worthing Museum, and looking how we can leverage development opportunities for the benefit for the whole of the community.

Platform Highlights : last 6 months

- Significant Movement on Major Sites:** Having secured an important agreement with the freeholder, work has begun and then very quickly accelerated on the demolition of the Teville Gate building in Worthing; commencement on site of the development of the new office premises at Adur Civic Centre Car Park; and purchased Union Place development site from developers using LEP grant funding.
- Major Applications Approved:** There has been a significant increase in planning applications for Adur and Worthing and major development proposals.
 - In Adur, 540 dwellings at Free Wharf, Shoreham Harbour and 14 new industrial units at Ladybee Marina.
 - In Worthing the conversion/new build of 16 apartments at The Kingsway Hotel, 75 bed care home at The Priory in Tarring, temporary accommodation at 22 Lyndhurst Road (a partnership scheme between Roffey Homes, Worthing Churches and the Council) and 14 affordable apartments for Worthing Homes at Church House, Tarring.
- Gigabit Network Construction:** A contract was awarded to Cityfibre in May 2018 for the construction of full fibre networks in 9 West Sussex towns, which Adur & Worthing initiated and led. Construction of the networks in Worthing, Lancing and Shoreham is expected to commence in September 2018 and be completed in March 2019. This will connect county and district

buildings in phase 1 at ultrafast speeds. A national business voucher scheme and a further opportunity to bid for funds for schools and CCTV, will see the network expanding over the next 3 years, including we anticipate to homes and businesses on commercial terms.

4. **A vibrant cultural offer:** Over the 6 month period Worthing Theatres have had 11 Sold Out Shows, and our current ticket sales for pantomime 2018/19 Aladdin has increased 17%, representing a 26% increase in income from last year. Adur District Council has provided support to the Shoreham Wordfest, and the Adur Coastal Community Team (CCT) and cultural economy plan, continues to operate, bringing together a range of business partners and community representatives
5. **Improving Worthing Town Centre:** work on Worthing Town Centre public realm has accelerated with the Outline Business Case approved, through WSCC, which enables design fees to be released. The agreed preferences for initial design and development are Portland Road and South Street (north/south); design work will begin in June '18 for the first phase.
6. **Adur Markets:** Adur markets are operating successfully and continual improvements to the programme has seen income further increase. Lancing Market was relaunched (on North Road) and additional Communication support has provided greater exposure.

Challenges

1. **Further Changes to the Planning System:** The consultation on changes to the National Planning Policy Framework highlights some significant changes in planning policy. These suggested changes will require careful monitoring and review to determine how (if at all) they may impact on Local Planning Authorities' powers.

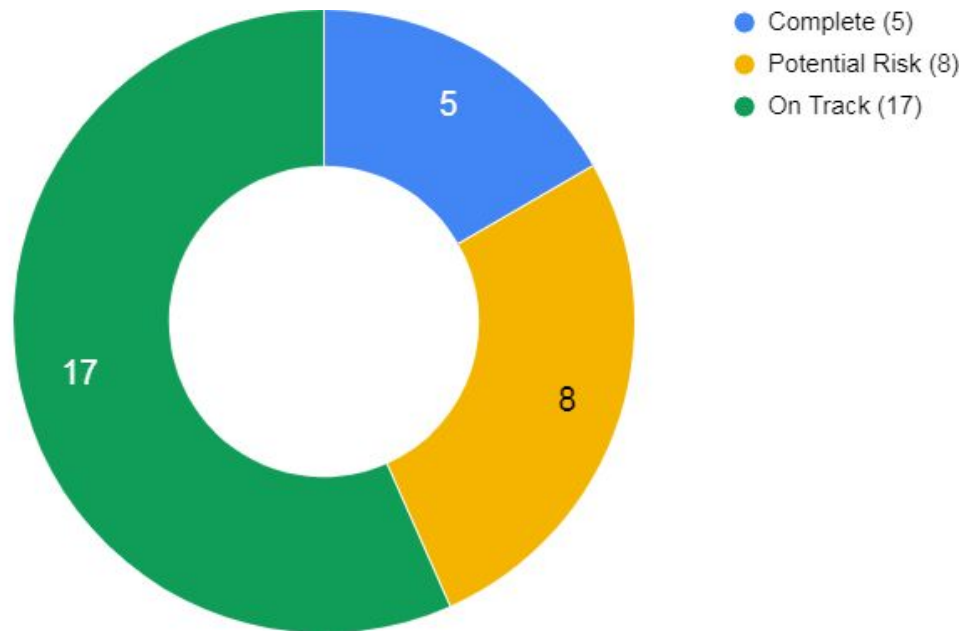
Future Focuses

1. **Worthing Local Plan:** The work continues on the Worthing Local Plan and key evidence studies have been completed in relation to Transport, Green Space Designation and landscape assessments. These studies will provide the foundation for the next round of public consultation in the Autumn. The Council needs to resolve what level of housing and employment the Borough can deliver balancing future housing and employment needs with the environment and ensuring appropriate infrastructure is in place.
2. **Community Infrastructure Levy (CIL):** Ensure that CIL Governance arrangements are in place and work progresses on the Infrastructure Business Plan (IBP) which needs to be in place to prioritise future CIL spend.
3. **Development Management:** The focus will be determining key strategic planning applications for development at New Monks Farm, Shoreham Airport, West Sompting and Teville Gate.
4. **Development of Worthing Museum:** We have completed the large scale HLF funding bid and are now focused on an ACE bid to work on a project with Greater Brighton MET students alongside the establishment of the Costume Research Centre. This work will make the museum collection nationally significant, offering an innovative approach for access to the collections and working practices of regional museums.
5. **Development of Colonnade House:** Colonnade House continues to grow with gallery space booked up until March 2019, 90% occupancy and the delivery of highly successful projects, such as Scratchpad and Films on the Gallery Wall. Work is ongoing with the Adur & Worthing Trust to explore opportunities to extend the space as a creative digital hub, sufficient to create the economies of scale needed for the project to become totally self-funding. ERDF funding is being explored to support that transition.

- 6. Development of Public WiFi:** As part of the gigabit project, options are being developed for a public wifi scheme that would create free to access ultrafast “digital zones” in our town centres, supporting businesses, freelancers, retailers, residents and visitors.

The “red” Commitment relates to Commitment 1.6.15 (Stagecoach Site, Worthing) the potential remains for a mixed use development on the seafront site currently used as a bus cleaning depot by Stagecoach. Progress has not been as rapid as hoped due to the difficulty in finding a viable alternative site for the essential operations of the company. Dialogue with Stagecoach remains positive and viability of one alternative site in particular is being explored in detail.

Commitment Tracker



Overview : last 6 months

Supporting Communities to be resilient, supporting our system partners in health and the voluntary sector to work more closely, and planning for changes in legislation and policy have all been key areas of focus. In April the Homelessness Reduction Act was implemented and our focus on building resilience has been on prevention, whether this be preventing homelessness, ill health or enabling our communities to be able to deal with the challenges of a changing and digital world. Our Housing Solutions

teams are leading phase 2 of the multi-agency Homelessness Prevention Project, with early wins in upskilling partner colleagues, creating data sharing avenues and identifying sources of information that will help us to better support our communities. In addition to this, a new service has been commissioned to support “Going Local” (social prescribing) clients with housing and debt management needs.

Platform Highlights : last 6 months

1. **Homelessness** - In April 2018 in Worthing Churches Homelessness Project opened a 38 bed supported accommodation facility with significant financial support from both Councils enabling us to better support the vulnerable homeless.
2. **Temporary and Emergency Accommodation:** We have secured an additional 44 self-contained properties and 6 single rooms for emergency accommodation; are progressing 14 self-contained properties and a further 5 rooms and have secured 5 properties for longer term temporary accommodation and are in the process of securing 3 more.
3. **Wellbeing and Prevention** - In March 2018 the Councils’ adopted a new *Public Health Strategy - Start Well, Live Well, Age Well*.
4. We launched the discovery phase of ‘*OneGoodFriend*’ a project aimed at supporting our Young People with mental health issues, in partnership with Worthing High School, WSCC and CGL - we will be pulling together the outputs of this phase in July 2018
5. During this period “*Going Local*,” our Social Prescribing project, has supported 197 clients and for those and made 356 referrals onto other services, supported by our digital app.
6. **Welfare Reform** a short film has been produced by the Wellbeing Team to increase awareness of the roll out of Universal Credit in July. [A&W UC Video](#)

7. **Supporting residents in their homes** - We are working in partnership with Local Authorities across West Sussex to help people stay independent and safe in their homes, and trialling new approaches to make it easier for residents to get adaptations to their homes more quickly
8. **Adur Homes Housing Repairs:** We are improving the repairs and maintenance service for our tenants, recruited a tenant engagement officer and are robustly managing our contracts with our suppliers. In the year up to April 2018, urgent repairs were at 96.9%, emergency repairs were at 97.8% and routine repairs were at 100%. In June 2018, will be launching an online application for tenants and leaseholders to report and book their own repairs.
9. **Former Housing Debt** - since investing in a new post to chase former arrears excellent progress has been made, In April 2018 we exceeded our target collecting £10, 400 of former housing debt against a target of £5, 800
10. **Engaging Our Communities:** Wellbeing and Community Safety team members together with organisations as diverse as our churches and the fire service, led multi-agency Resident Involvement Zones in two of the Communities and Wellbeing priority areas (Heene/Central and Churchill wards) to gain a better understanding of those communities' needs and aspirations.
11. The **Growing Communities Project** - delivered in partnership with Conservation Volunteers, has successfully completed the 1st year of a 3 year Big Lottery Funded project to engage communities in using outside spaces focussed specifically on Eastbrook and Northbrook wards.

Challenges

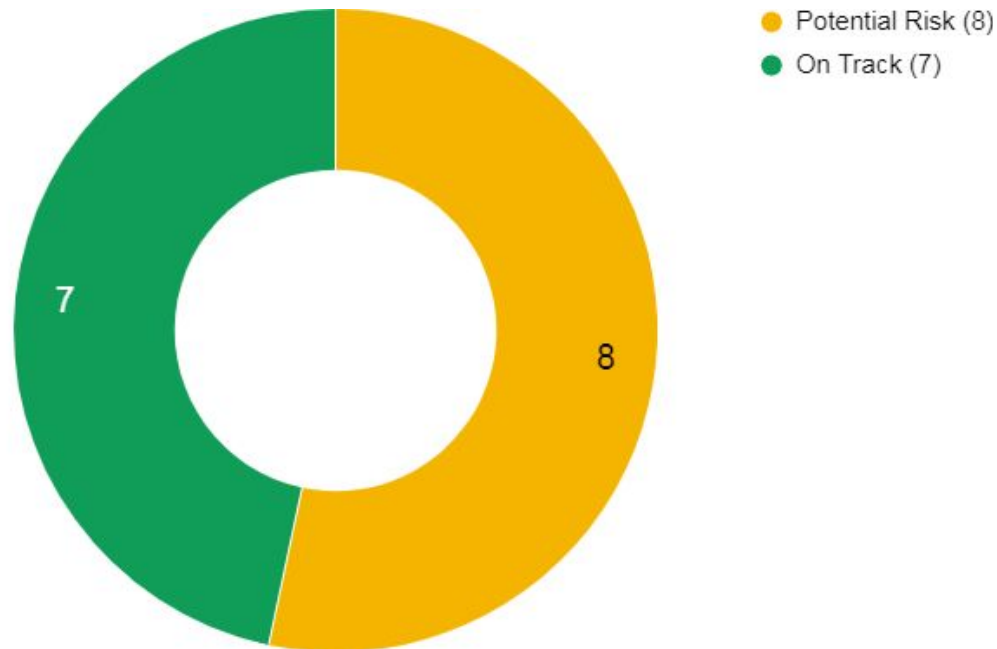
1. The implementation of the **Homelessness Reduction Act** will continue to be a focus as the full impact of the changes is likely to be incremental. At the same time the team are implementing a new IT package that will provide the end to end service that we and our communities will benefit from.
2. **Adur Homes Rent Arrears:** We need to continue to improve our rent arrears collection as this income is vital to us being able to deliver our services. The continuing downward pressure on rent levels through the annual 1% rent reduction is having a major impact on our budget for our services.
3. **Funding for externally funded posts:** Several posts in the Communities and Wellbeing are reliant on external funding which is reducing/coming to an end. Officers are researching alternative funding sources to ensure that services can be continued. Within this period the team have managed to gain new external funding to extend Going Local (our Social Prescribing project) for a further 2 years and a contribution towards the East Worthing Grub Club.

Future Focus

1. **Commemorating World War I** - Services across the Councils are working to support and develop specific commemorations to mark the end of the first World War.
2. Developing approaches to encouraging **Social Innovation** through the Piloting of an Community Innovation Network
3. Supporting our **Local Community Networks** to grow and deliver the first phase of the Young People and Mental Health project - *OneGoodFriend*
4. Developing a project that explores ways of reducing **Loneliness and Social Isolation** across the ages

5. Supporting and developing our multi-agency approach to **Preventing Homelessness**
6. Taking forward our development plans to build **new Council homes for Adur**
7. Implementing our new self service model for reporting and monitoring progress for **Housing Repairs in Adur Homes**
8. **Bereavement Services** - securing the safety and future of many of our treasured memorials, and starting a range of capital works at Worthing Crematorium to support communities that use it.

Commitment Tracker



Overview : last 6 months

The Councils are continuing to invest in our natural assets for the benefits of our communities into the future. We have seen a major restoration of Brooklands Lake supported by a thriving “Friends of” group, and are now looking closely at the broader development of the park.

The councils are active in working to improve cycling and walking and have installed 8 new electric vehicle charging points in 2018.

We are starting work on revitalising and reconnecting the community and visitors with Highdown Gardens to enhance their experience of this nationally significant collection. In our parks we are ‘letting the wild flowers grow’ as we work with the community to sow and promote the role wildflowers play in Adur and Worthing’s biodiversity. We have also see our community increasingly aware the role of waste and recycling through our education efforts and an increase in requests to support beach clean ups.

We are also developing a raft of internal initiatives, from reducing single use plastics, reducing energy consumption and developing a staff travel plan and supporting infrastructure.

Platform Highlights : last 6 months

1. **Brooklands Park:** The restoration of the lake is now complete, supported by a thriving Friends of Group. We have held a series of well attended public meetings to keep the community informed, and are progressing a masterplan for the future development of the park.
2. **Investment in our Natural Heritage:** Secured a HLF development phase project grant of £96,500 (in addition to £30,000 section 106 capital funding) towards the development of a £1m project to secure a sustainable future for Highdown Gardens and improve infrastructure and visitor service facilities of the gardens.
3. **Electric Vehicle Charging Points:** In early 2018, we installed 8 new electric vehicle charging points across Adur & Worthing and have recently submitted a bid to Highways England for two rapid charging points (Splashpoint and Lancing Leisure Centre).

4. **“Where the wildflowers grow”:** Building on our annual wildflower seed drift programme, this year we have planted over 7000m² across 29 sites across Adur and Worthing. We have offered opportunities for community seed sowings at 10 of these sites, and developed an interactive website highlighting locations and importance of wildflowers.
5. **Community Awareness on Waste:** A waste minimisation and recycling awareness project has been completed in Findon Valley. The results gained are being used to influence service delivery and to help shape further educational projects. We are also working with Sompting Big Local to deliver a local project aimed at increasing recycling and waste minimisation.

With the TV series Blue Planet 2 raising the awareness of the effect of plastics in our oceans there was a significant increase in the local community requesting to borrow equipment to facilitate community beach cleans in their local area. We have invested in extra equipment to meet this increased demand.

6. **Air Quality Monitoring:** Adur’s Air Quality Monitoring Station has been installed and is now measuring levels of Nitrogen Dioxide in Shoreham High Street with results available on the Sussex Air website. Officers have also contributed to the West Sussex Air Quality Plan.
7. **Bathing Enhancement Project:** Worthing Council is leading the multi-agency project to improve the water quality on Worthing Beach and were again awarded a Seaside Award for Worthing beach in 2018.

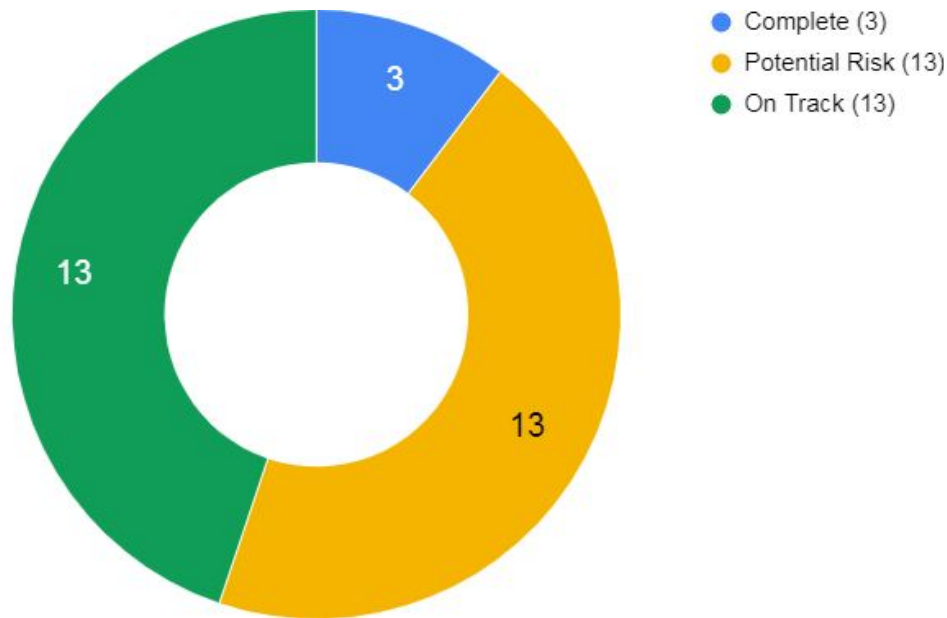
Challenges

1. **Improving Recycling Rates:** We have a national target by 2020 to achieve a 50% recycling rate. Despite all efforts our current rate is around 37%. The message this year is waste minimisation using a range of tools, such as Social Media and direct contact with residents.
2. **Solar Panels:** Progress was stalled with the demise of Carillion, and although the councils were not exposed to that risk, it created a hiatus while we sought an alternative provider. We are finalising a new contract with a new supplier and a programme of PV installations is being developed.

Future Focuses

1. **Energy use:** We are working with the West Sussex County Council’s energy team to conduct a detailed audit and build an ‘invest to save’ case for a transformation to our energy use, helping deliver against carbon reduction targets.
2. **Recognition for our Green Spaces:** We have submitted five Green Flag award applications (to include our first in Adur District) and await the outcomes.
3. **Brooklands Park Masterplan:** Masterplan commissioned for Brooklands Park, the next phase will be public consultation on the plans when complete.
4. **Continuing to invest in our Natural Heritage:** completion of phase 1 of the Highdown HLF project - Highdown Gardens - Stern’s Chalk Garden (propagation in action) in order to successfully submit to stage 2.
5. **Staff travel plan:** We are working with Sustrans to develop a staff travel plan and provide the required facilities to encourage alternatives to car usage.

Commitment Tracker



Overview : last 6 months

The Councils have continued to develop services (and our own staff) to meet resident need and manage our financial resources effectively. We have consciously moved away from talking about “customer services” to placing residents at the heart of service design and this has reflected in our improved service offer in areas such as housing and our current work in waste and environmental services. We have had some significant challenges in our customer contact centre (a combination of staff absences and peak

times of the calendar year) which we are addressing and have learned from for future years. We have begun investing in our managers to lead better conversations with staff, in the promotion of staff wellbeing and in building a better set of data about our workforce needs and medium term projections. We are developing a much better understanding of our built resources to enable us to make much stronger decisions about how we use our assets and our investment portfolios.

Platform Highlights : last 6 months

1. **Digital:** Our ability to design and build our own digital apps makes our councils national leaders, reflected in a commendation in the MJ awards 2018. The housing repairs app (Adur Homes) is transforming service delivery, and the housing triage/register service (both Councils) helped the housing solutions team radically improve service levels. Internal apps are supporting better management of complaints, audits, FOIs and annual leave requests and satisfaction levels are high.
2. **SameRoom service design:** The preventing homelessness project phase 1 achieved high levels of participation from partner agencies, and the phase 2 design work is helping shift the system towards preventative services. A further project on loneliness is planned with NHS partners, and SameRoom is also supporting Revenues and Benefits and Customer Services teams to review and redesign their operating practices.
3. **Financial planning:** The Councils’ financial strategy has successfully delivered. With a balanced approach to property investment, commercial income and digital efficiency, we have seen financial targets met and exceeded.

4. **Procurement savings:** We are on track to deliver £750k p.a. savings over three years, with significant contracts work delivering savings and wider social benefits.
5. **Organisational Development & HR:** Real progress has been made with a range of initiatives implemented. Our I-I process has been completely overhauled and all managers are receiving high quality training to help improve the quality of leadership support. A raft of policies have been reviewed and roadshow training delivered. Chichester College was recently awarded the contract to deliver our Leadership & Management apprenticeship scheme, which is also being taken up by partner organisations in our areas.

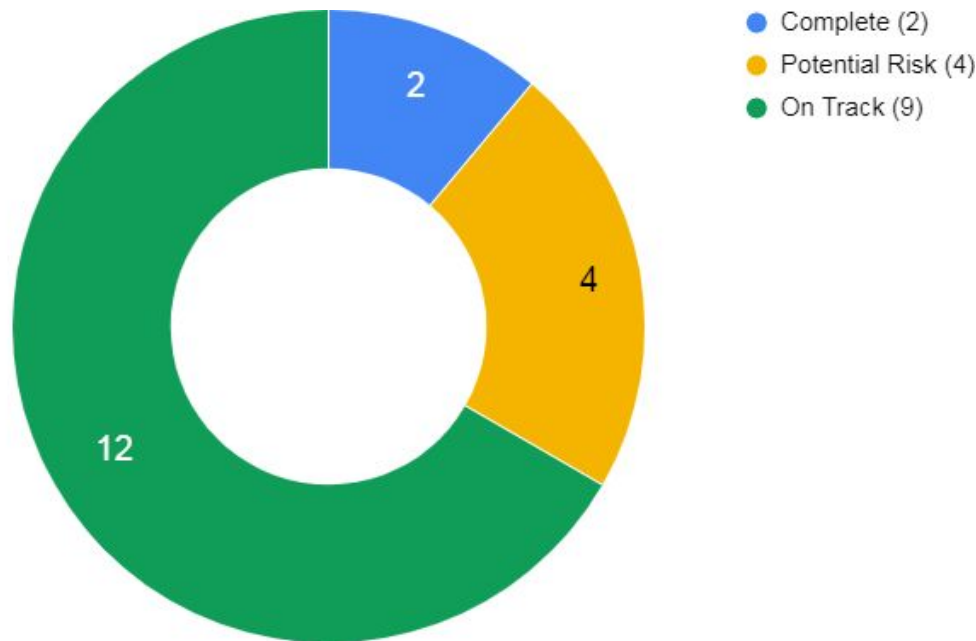
Challenges

1. **Contact centre demand:** There is currently a high level of demand in the contact centre which needs to be addressed medium term by delivering more self service options to customers. Housing solutions and housing repairs digital solutions are now live and positively impacting and will be followed during 2018 by more self service options in Waste and Revenues and Benefits, both high demand areas.
2. **Data analysis:** Improvements are needed in our use of data and analytical methods to help us better understand issues and opportunities. For example, a project is planned to improve our analysis of Revenues and Benefits data to enhance our ability to identify issues early and support residents before their financial circumstances worsen.
3. **Asset Maintenance:** The programme of capital works required for corporate buildings and housing stocks is significant

Future Focuses

1. **Commercial development:** Income growth is vital for the councils financial health going forward. Alongside property investment, growth in our income generating services is critical. Through our exemplar project in Waste Services, we will develop a novel marketing approach which helps identify and capture market opportunities; which we will then roll out to other areas. Our new approach to business planning will provide services with the support to create new opportunities for income generation.
2. **Digital Self Service:** In order to be able to provide high quality telephone and face to face services, it is essential that we deliver digital self service in high demand areas, specifically Waste and Revenues and Benefits. This is a key focus during 2018, and good progress is being made.
3. **Enabling “Platforms”:** Our resource teams are strongly committed to enabling the ambitions of our commitments. Our future focus will be on developing highly capable cross-functional teams able to support projects effectively and quickly, delivering enabling advice and securing specialist external support where needed.
4. **Open data and new technologies:** With our digital platform approach we have the opportunity to lead the way in publishing open data. The benefits of open data include providing real time feedback to residents on service performance, and also, allowing partner organisations and third party developers to use our data within their applications. Our focus in the next 12 months will be to develop methods to make our data available which will demonstrate the efficiencies that can come from this approach.

Commitment Tracker



Overview : last 6 months

As Councils we do not have a monopoly on leadership within our places, and it is our ambition to support the development of leaders across the networks and systems of Adur and Worthing to ensure leadership is active and shared. Over this period we have actively promoted Systems Leadership projects with our community and health systems; developed a new members induction

programme to those newly elected in May 2018 and we are seeking to develop our internal leadership capabilities through the use of Apprenticeships (and the levy fund) for managers.

Platform Highlights : last 6 months

1. **Member development and induction:** The elections on 3 May resulted in the Councils welcoming 14 new councillors. Following the co-design work on Member induction, all of these have been introduced to the organisation and the team have received positive feedback about this process. Additionally, we have worked with the LGA to deliver bespoke training for all members on Community Leadership and Public Health agendas. The new Mayor of Worthing and the Chair of Adur have also been welcomed at Annual Councils and Civic ceremonies and inducted into their new roles.
2. **Systems Leadership** following successful projects that brought together diverse groups of leaders to explore 'What Young People Need to Thrive' and how we assist those with mental health issues in Housing need, we have expanded our Systems Leadership approach to a wider network of health, community and statutory professionals in Worthing as part of the *Local Community Network* development. This training resulted in the 'OneGoodFriend' project focussed on young people and mental health and has enabled better networks to support the development of the proposals for the Town Hall Health Hub.
3. **'SameRoom'** - The Preventing Homelessness multi-agency project has been a demonstration in how to enable and foster leadership across agencies and sectors. The design labs working on pathways to prevent homelessness are led by colleagues from different agencies, with a steering group comprised of A&W, Health and WSCC leaders.

4. **Digital Leadership:** Adur & Worthing Councils led Gigabit West Sussex, the first project to receive funding from the DCMS Local Full Fibre Network fund, and now the benchmark nationally. We have a growing reputation nationally for digital transformation and has been invited on to a national MHCLG digital steering group.
5. **Engaging with our Communities:** The Councils have led multi-agency Resident Involvement Zones in two of the Communities and Wellbeing priority areas (Heene/Central and Churchill wards) to gain a better understanding of those communities' needs and aspirations.

and St Barnabas House, which will help build better relationships and understanding between senior leaders locally.

Future Focuses

1. **Local Strategic Partnership:** The LSP is formed of a group of leaders keen to enable and develop our places and networks and who are committed to continual evolution. We have recently agreed to move to a new approach of two conferences per annum, which we will be developing in the months ahead.
2. **Promoting Innovation** - As outlined in our Social Economies Platform we plan to pilot a Community Innovation Network in late 2018
3. **Systems leadership** - evaluation of recent projects and consideration of how to use the approach moving forward.
4. **Digital leadership:** We will continue to develop and broaden our digital strategy, with a focus on digital place-making at a time when privacy and trust are paramount, and opportunities to support retail, culture and tourism must be taken.
5. **Place-based Leadership & Management Apprenticeship:** A number of staff have opted to study the Level 5 ILM Diploma in Leadership and Management through our partnership contract with Chichester College. This training cohort will also include managers from Coastal West Sussex CCG



ADUR & WORTHING COUNCILS

Joint Strategic Committee
10 July 2018
Agenda Item 6
Worthing Council
17 July 2018
Adur Council
19 July 2018

Key Decision No

Ward(s) All:

Mid Term Review and Refresh of *Platforms for our Places* Commitments

Report by the Chief Executive

Executive Summary

1. Purpose

1.1 In late 2016 Joint Strategic Committee and the Councils of both Adur District and Worthing Borough approved *Platforms for our Places* as a 3 year programme of activity. Rather than rehearse in detail the thinking at that time the background papers to this report include a link to the approach approved in December 2016.

1.2 At the end of June 2018 we reached the half-way point in the programme. Both Councils have been clear that whilst a focussed medium term programme of activity was desirable, setting it in stone was less so. At the Joint Strategic Committee in January 2018 it was agreed to consider the full suite of commitments and look at how they needed to be amended, refreshed or added to in order to continue to build the Platforms desired over the next 18 months. The intent behind this was that as Councils we should remain adaptive to the requirements of the communities we serve and quick to grasp new opportunities that present themselves.

1.3 As the sister paper on this agenda points out, at the 18 month point good progress has been made and both the platforms approach and the concept of using a focussed set of commitments are proving valuable.

1.4 There are at present around 140 commitments (and the number will not change dramatically post refresh) but all of the existing commitments have been the subject of analysis. Whilst there are some suggested new additions, some changes to existing commitments and some nuancing or recognition of changes of circumstance, broadly this paper proposes a refreshed set of commitments that build on what has gone before.

2. Recommendations

- 2.1 Joint Strategic Committee is recommended to consider and approve the proposed refreshed set of commitments for *Platforms for our Places* to guide the Councils work from July 2018 through to December 2019.
- 2.2 Joint Strategic Committee to recommend to both Councils the acceptance of the proposed refreshed commitments for their approval and incorporation.
- 2.3 That Worthing Borough Council at its meeting on 17 July 2018 considers the proposed refreshed commitments set out in this report and incorporates them into that Council's suite of policies.
- 2.4 That Adur District Council at its meeting on 19 July 2018 considers the proposed refreshed commitments set out in this report and incorporates them into that Council's suite of policies.
- 2.5 That Joint Strategic Committee recommends to Joint Overview and Scrutiny Committee that it considers this report (together with the sister report on the agenda on the 6 month progress update) at a meeting in Autumn 2018.

3. Context

- 3.1 In December 2016 this Committee approved "*Platforms for our Places*" as its 3 year programme. The background papers to this report include the JSC paper (subsequently approved by both Councils the same month) that set out the context and rationale.

3.2 In short, the intent was that “*Platforms for our Places*” should be an evolutionary step on from “*Surf’s Up*” which had covered the previous 2 years direction of travel for our places. “*Surf’s Up*” was more geared to building capacities and capabilities within the operation, resourcing and decision making of both Councils with some external facing activity. “*Platforms for our Places*” was consciously a step on, focussing much more on developing the critical platforms external to the Councils and working with a wide variety of essential stakeholders.

3.3 The approach recognised that both Councils needed to meet some significant challenges and some significant needs. Good universal service provision and the maintenance of strong and effective safety nets for those requiring them were given. The Councils were clear they could not and should not attempt to be “all things to all people”. Therefore the approach suggested the creation and maintenance of 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 of the platforms was a series of commitments for the Councils. By commitments we meant serious statements of intent. Most (if not all) of those commitments required active engagement and working with a variety of external partners to create, sustain or further develop those platforms.

3.4 The intention of both Councils at the time was to set an ambitious agenda, rather than simply hunkering down and trying to survive through challenging financial times. The intention was to meet the challenges with real ambition and, by building on some of the core strengths and assets that we had, to create more or new social value for our communities. Whilst perhaps now looking back from 18 months on, the scale and scope of those ambitions are familiar, it is perhaps worth reflecting at the time just how significant they appeared and potentially at times how daunting. For the most part the Councils, key partners and communities have come together well to progress our Platforms agenda and to make things happen.

- 3.5 It is also perhaps worth remembering that these 140 commitments are not “everything that we do”. Whilst progressing our Platforms agenda, we have continued to provide a full portfolio of universal services to the communities we serve. At times this has been challenging, particularly in some of those demand led areas where we have seen a considerable increase in need (e.g. housing and homelessness).
- 3.6 Elsewhere on this agenda is a paper that details progress over the last 6 months against our commitments. In January 2018 this Committee tasked officers to review those existing commitments, analyse new areas of need and new opportunities and in conversation with a variety of stakeholders and partners to bring forward proposals to refresh the commitments for consideration by this Committee and both Full Councils.
- 3.7 Over the last 3 months this work has progressed with a review of each of the commitments, analysis of those that have completed (what has gone well and what lessons can we learn?), an analysis of new data and new needs (as well as identifying new opportunities) and then a synthesis into a set of proposed refreshed commitments set out in this paper.
- 3.8 The Appendix to this document forms that proposed refreshed set of commitments to guide us through the next 18 months. Members will note that the commitments are structured in a similar form to before with a brief headline, a top level set of activities and projects, an identified lead responsibility and key stakeholders that will need to be involved and at least an outline timescale or milestone. It will be appreciated that given the scope of these commitments the document can not be wholly comprehensive, however behind each of the commitments there is (or will be) a set of planning and operational arrangements to progress them.
- 3.9 Whilst it will not be helpful to comment in this covering report on each of the 140 plus commitments it might be worth stepping back and taking stock of some of the emerging themes that as officers we notice in putting this work together. Our sense is that the overall approach has served the Councils and their communities well; that we have made good progress and we recognise that this is a demanding set of asks of our people, our partners, our systems, our relationships and our resources. Not everything is likely to progress exactly as we plan or in the timescales that we set out. We have however got better at

analysing where and why we get stuck and designing that learning back into future activities.

- 3.10 As will be seen we have worked with a wide range of partners across the public, private, community and voluntary sector landscape. Adur and Worthing are places where collaboration can be very powerful and where there is a good appetite for joint working. That does not necessarily mean it is always easy and there will at times be some challenging conversations between partners. Overall we remain very encouraged by the ability of our system to work together well.
- 3.11 Turning to a brief top level overview of each of the 5 platforms:-
- 3.11.1 Our Financial Economies - Broadly the refreshed set of commitments seeks to update on a number of the major projects and how we seize new opportunities presented by an ultrafast broadband network. It seeks to take forward the skills agenda and, building on recent progress with WSCC on investment, develops our thinking on public realm, seafront offer, cultural economy and how we partner better with the business community.
 - 3.11.2 Our Social Economies - the refresh has enabled us to build on the strategy development work on housing and homelessness, to put the agenda into clearer focus. It remains the case that housing demand and homelessness remain our greatest social challenge at this time. It also enables us to develop further our thinking on the role of social innovation in our social economies and how increasingly we partner with the NHS and others around health, wellbeing and prevention agendas
 - 3.11.3 Stewardship of our Natural Resources - this was the platform that was probably least developed 18 months ago and where much of the activity since has focussed on growing our internal capacity to take forward the agenda. 18 months on, the refreshed set of commitments provides a clearer set of building blocks in the areas of energy use, air quality, waste reduction, smart infrastructure and bringing together some of our health and wellbeing agendas with our natural resource assets in a different way.

- 3.11.4 Services and Solutions - 18 month ago the commitments contained a number of “getting our act sorted out” activities to create the capacity for our Councils to innovate and deliver. A number of these activities have been completed and are now paying dividends as part of our core DNA. The refreshed commitments focus on financial sustainability, our approaches to digital and design in creating a strong new service offer, our commercial services, and how we use our land and property assets to support and enable other platforms.
- 3.11.5 Leadership of Place - The refreshed commitments suggest how we might be clearer about promoting our places, how we develop a brand, how we confidently lead on emergency planning and civil contingencies, how we continue to develop partner relationships and how we re-set our Local Strategic Partnership to create a valuable network across our communities. We also refer to what is likely to become the increasingly important issue of public and open use of data for social benefits.

3.12 And finally

Your officers believe that the proposed refreshed commitments are comprehensive, retain the ambitions set out 18 months ago and are deliverable. If approved by JSC and Full Councils they will be slotted into *Platforms for our Places*, the underlying budget strategies and financial and service planning taking place over the late summer and early Autumn 2018.

4. Engagement and Communication

- 4.1 The development of the commitments 18 months ago and the subsequent refresh has been the subject of a range of discussion, engagement and activities to draw out “soft data” from partners and communities that we serve over a significant period of time. Some commitments have themselves been (or will be) the subject of specific formal consultation, either with the public at large or with key stakeholders, funders or regulators.

5. Financial Implications

- 5.1 There are no specific unbudgeted financial implications arising from this report.
- 5.2 However as a key strategic document for the Councils the approach and the commitments are clearly taken into account in the development of both our revenue and capital budgets. The commitments are considered in both the medium term financial plan and capital strategy to maximise our chances of success. Annual budget setting for both Councils is undertaken with *Platforms for our Places* commitments in mind.

6. Legal Implications

- 6.1 There are no specific legal implications relevant to this report. The legal implications relating to any individual commitments are picked up as part of their development and any necessary formal decision making required.

Background Papers

- [*“Platforms for our Places” unlocking the power of people, communities and our local geographies*](#) - adopted by Adur District Council 15 December 2016, adopted by Worthing Borough Council 20 December 2016
- [*Delivering Platforms for our Places: Progress Report June - December 2017*](#) - Joint Strategic Committee 9 January 2018
- *Platforms for our Places 6 months Progress Report (January to June 2018)* - Joint Strategic Committee 10 July 2018

Officer Contact Details:-

Alex Bailey
Chief Executive
01903 221001
alex.bailey@adur-worthing.gov.uk

Alan Higgins
Chief Executive's Policy Officer
Worthing Town Hall
01903 221003 alan.higgins@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

- 1.1 Developing our financial economies is one of five platforms for development in *Platforms for our Places*.

2. Social

2.1 Social Value

2.1.1 Developing our social economies is one of five platforms for development in *Platforms for our Places*. The Progress Report elsewhere on this agenda provides an overview and highlights on how the Councils are working to develop this platform.

2.1.2 A particular focus of *Platforms for our Places* is how to build capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensure the Councils provide a robust 'safety net' for vulnerable members of our communities.

2.2 Equality Issues

2.2.1 *Platforms for our Places* objectives including building the capacity of our communities and engaging with them to find solutions that ensure our services (and interventions) are designed to meet specific needs and redress disadvantage.

2.3 Community Safety Issues (Section 17)

2.3.1 There are specific commitments in *Platforms for our Places* which relate to promote our communities as safe places. Delivery of these commitments are in progress.

2.4 Human Rights Issues

2.4.1 Through the implementation of *Platforms for our Places* the Councils are seeking solutions with our partners to enable our residents, communities and places to thrive.

3. Environmental

- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platforms for our Places*.

4. Governance

- 4.1 This report provides Joint Strategic Committee with a set of proposed refreshed commitments *Platforms for our Places*, the Councils' three-year plan to enable our places to thrive.
- 4.2 The presentation of this report and proposed recommendations to refer it to Full Councils and Joint Overview and Scrutiny Committee ensures that officers are accountable in delivering elected Member's ambitions for our places.
- 4.3 Working with local and sub-regional partners is a critical element in delivering *Platforms for our Places*. It will remain an important area of focus for officers.

Analysis Platforms for our Places Mid-Term Refresh

| Proposed Commitment | Nature of Change | What has changed |
|--|------------------|--|
| 1.1 Driving growth in the business sectors across Adur and Worthing. | Refreshed | The activities under this commitment have been updated to reflect the priorities identified in the Adur and Worthing Economic Strategy adopted by the Councils in January 2018, and the priority of both Councils to develop our digital infrastructure and economies. |
| 1.2 Enhance our role as a “trusted partner” for local business | Refreshed | The minor amendment reflects the adoption of the Adur and Worthing Economic Strategy adopted by the Council in January 2018. |
| 1.3 Ensure that we deliver agreed funding programmes secured through Local Growth Fund monies via the LEP, and maintain and develop our capacity to bid for public monies and leverage private sector investment into Adur and Worthing | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. |
| 1.4 To champion the development of a learning and skills ecosystem that enables economic growth and support local businesses. | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. Commitment 1.10 merged with this commitment. |
| 1.5 Investment in and delivery of Major Projects and key infrastructure | Refreshed | Updated to reflect the current progress of the projects identified under this commitment |
| 1.6 Establish an up to date planning framework to guide future development and ensure the provision of appropriate supporting infrastructure. | Amended | Updated to reflect the current progress of the projects identified under this commitment. In particular in the context of the development of the Adur Local Plan and preparation of the Worthing Local Plan. |
| 1.7 Enable delivery of a series of Locality Projects which are vital to the wellbeing of our communities and strengthen our financial economy | Refreshed | Updated to reflect the current progress of the projects identified under this commitment |

Analysis Platforms for our Places Mid-Term Refresh

| Proposed Commitment | Nature of Change | What has changed |
|--|------------------|--|
| I.8 Creating places that businesses wish to invest in and sustain | Refreshed | Updated to reflect the current progress of the projects identified under this commitment |
| I.9 Promote an adoptive and creative approach to delivering spaces needed to meet the demands of startups and growing businesses in Adur and Worthing | Refreshed | Updated to reflect the current progress of the projects identified under this commitment |
| I.10 Support for creative partnerships and proposals that enhance the cultural offer of our places | New | Renewed Commitments to reflected new ambitions and strategic direction for the development of Worthing Cultural Offer. |
| I.11 Present options for the future direction of Worthing Theatres and Museum to identify a way forward that will ensure that culture continues to develop and thrive in Worthing | New | |

Removed Commitments

| Proposed Commitment | Nature of Change | What has changed |
|--|-------------------|--|
| I.4 Use the Councils' land and buildings to support our financial and social economies | Moved | Moved to Platform 4: Services and Solutions |
| I.10 Supporting the development of the skills and experience necessary to support local business | Merged | Renewed Commitments to reflected new ambitions and strategic direction for the development of Worthing Cultural Offer. |
| I.11 Providing a regulatory environment and services that enable and support economic activities; Wise Regulation: regulating market activities with the right balance between public protection and interest and encouraging productive economic activities. | Business as Usual | Activities identified under this commitment have been completed or absorbed into service's core activities. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|---|---|---|---|
| I.1 Driving growth in the business sectors across Adur and Worthing. | I.1.1 Ensure Adur and Worthing are strategically positioned in major policy and decision making that affects our long term economic interests. This will include being key players and proactive shapers of agendas in: a) The Greater Brighton Economic Board (and a range of Boards and Sub Groups relating to the functional economic area of Greater Brighton) b) West Sussex Wide Enterprise/Investment issues c) Coastal West Sussex Business Partnership and ensuring the voice of business along the coastal strip is well framed and well heard in key decision making d) Maintain strong relationship with the Coast To Capital Local Economic Partnership and a variety of other strategic funders at the regional and national level. | Director for the Economy | Adur and Worthing Business Partnership, Chamber of Commerce, Coastal West Sussex Business Partnership a range of other public and private sector bodies and employers | Autumn 2019 - Input into Economic Strategy consultation, especially in relation to the Strategic Economic Plan. Ongoing - maintain a horizon scan of all relevant opportunities to ensure the Council's long term interest is included (e.g. Local Industrial Strategy). |
| | I.1.2 Implement the core objectives of the Adur and Worthing Economic Strategy influencing regional approaches to the national industrial strategy. a) Superconnected Worthing b) Adur Applied Technologies Centre c) Technology Futures: skills for innovation | Head of Place and Economy | Including: Adur and Worthing Business Partnership, Chamber of Commerce, WSCC, Coast to Capital, potential investors, policy bodies, business and employer bodies | Autumn 2018 - Key projects identified, and implementing, for all elements. January 2019 - Annual impact review of Economic Strategy starting |
| | I.1.3 Ensure sound evidenced based understanding of structure and scale of existing economies and real opportunities for growth and diversification. | Head of Place and Economy | Including: Adur and Worthing Business Partnership, Chamber of Commerce, WSCC, Coast to Capital, potential investors, policy bodies, business and employer bodies | December 2018 - Economic data analysed and refreshed by, including data extracted from ONS and CENSUS. Findings will inform work programme and partner working, especially through Adur and Worthing Business. |
| | I.1.4 Implement gigabit infrastructure in Adur and Worthing through the Gigabit West Sussex project, connecting up our buildings in phase one | Director for Digital & Resources Head of Place & Economy | West Sussex County Council Cityfibre Chamber of Commerce Town Centre Initiative Local businesses | May 2018 - Contract Award September 2018 - DCMS Wave 3 funding bid for additional sites September 2018-Feb 2019 - Build |
| | I.1.5 Promote the take up of gigabit vouchers by local businesses, thereby extending the gigabit infrastructure into business parks and industrial estates | Director for Digital & Resources Head of Place & Economy | West Sussex County Council | From July 2018 - Promotion campaign December 2019 |
| | I.1.6 Assess the business case, delivery and funding options for Public WiFi networks in Worthing and Shoreham town centres, providing trusted municipal WiFi to create "ultrafast zones" serving businesses, freelancers, shoppers and visitors and providing free access WiFi for town events. | Director for Digital & Resources Head of Place & Economy | | July 2018 - Initial business case July 2019 - Target installation (following gigabit installation) |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|---|---|--|--|
| | I.1.7 Develop a DCMS Wave 3 funding bid for additional fibre infrastructure to connect schools, CCTV and create “5G infill” fibre access points, making Worthing and Shoreham 5G ready and fit for the digital future of our towns | Director for Digital & Resources Head of Place and Economy | West Sussex County Council | July 2018 - Commission consultant support with WSCC Sept 2018 - Submit Wave 3 bid Mar-June 2019 - Build phase |
| I.2 Enhance our role as a “trusted partner” for local business | I.2.1 Review the 6 core objectives to support growth priorities set out in the Adur and Worthing Business Partnership Action Plan. | Head of Place and Economy | Adur & Worthing Business Partnership, Chamber of Commerce, Coast to Capital LEP, regional & national economic development agencies and employer bodies | July 2018 - Annual review of Adur and Worthing Business Partnership Action Plan |
| I.3 Ensure that we deliver agreed funding programmes secured through Local Growth Fund monies via the LEP, and maintain and develop our capacity to bid for public monies and leverage private sector investment into Adur and Worthing | I.3.1 Secure public investment via successful bids to funds including to the Local Growth Fund to deliver: a) Teville Gate House (a new innovation centre and hotel) (WORTHING) b) Union Place (mixed use redevelopment of the site including housing, retail and leisure) (WORTHING) c) Decoy Farm (decontamination and remediation of the land and road improvements) (WORTHING) d) New Monks Farm (a new junction on the A27) (ADUR) e) Offices and mixed use development on the Civic Centre. (ADUR) | Head of Major Projects and Investment Head of Planning and Development | Coast to Capital Local Economic Partnership Greater Brighton Economic Board, Department for Communities and Local Government (and other relevant Government departments), West Sussex County Council | Annual spending programme agreed with Coast to Capital LEP and the Accountable Body (WSCC) |
| | I.3.2 Work in partnership with the LEP to secure additional Local Growth funding to implement flood defence solution for the Sussex Yacht Club site (and any other projects) to support the delivery of a comprehensive flood defence solution for the Western Harbour Arm. (ADUR) | Head of Planning and Development Head of Major Projects and Investment | Local Economic Partnership | Summer 2018 - Planning applications for replacement Yacht Club and flood defence to be submitted. September 2018 - Business Case submitted to Environment Agency for Grant in Aid funding. |
| | I.3.3 Identify target and monitor progress of high quality bids to other funds supporting platform building (e.g. Coastal Communities Fund, Arts Council, Heritage Lottery etc.). | Head of Place and Economy | All relevant national funders and key local partners | Ongoing - Identification and Monitoring log established in 2017 |
| | I.3.4 Ensure Adur and Worthing are well placed in the shop window to attract inward investment: a) Develop inward investment website b) Ensure we are well positioned in devolution bids to attract private sector inward investment capital c) Develop the Worthing Town Centre Prospectus approach (building on successful key national events bringing investors and potential sites together) (WORTHING) d) Continue to make personal contacts with national/ international investment sector to keep Adur and Worthing “on the investment radar” | Head of Place and Economy | National and international investment markets and key local businesses | February 2019 - Attend SiteMatch in to continue to put Adur & Worthing on the developer radar Ongoing - engage in West Sussex County Council and Greater Brighton Economic Brighton conversation to ensure Adur & Worthing gains a higher profile and traction. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|---|--|---|---|
| | I.3.4 Make effective use of s106 development contributions and Community Infrastructure Levy (CIL) and other public/private sector investment to deliver high quality public realm and seafront improvements (WORTHING). | Head of Planning and Development | WSCC, private sector, key town centre redevelopment schemes (Worthing). | Ongoing Recent examples include the granting of planning permission for the redevelopment of the former Aquarena. Permission was granted for a new seafront cafe/restaurant, basement public car parking to support the adjacent Splashpoint and CIL funding to enhance the seafront. |
| | I.3.5 Deliver projects with our local partnership to support the development of our creative industries including the redevelopment of the Colonnade House Digital Hub redevelopment of Worthing Museum & Art Gallery. (WORTHING) | Head of Place and Economy Head of Culture | Adur and Worthing Arts Trust, Local Businesses, Coast to Capital, Heritage Lottery Fund | Summer 2018 - Develop and submit a Heritage Lottery Fund bid to support the redevelopment of the Museum. If successful begin detailed project planning from September 2018 and begin work on site September 2019 Autumn 2018 - Support YTKO (lead partner) to develop and submit a European Regional Development Fund bid to support the delivery of a Digital Hub. |
| I.4 To champion the development of a learning and skills ecosystem that enables economic growth and support local businesses. | I.4.1 Increase the number of quality apprenticeships available, utilising brokerage models and apprenticeship levy opportunities with local and subregional partners | Head of Place and Economy. Head of Planning and Development Head of HR | GBEB, Colleges, SFA, CWS, Adur & Worthing Business Partnership, Employability Network, Coast to Capital Local Enterprise Partnership. | July 2018 - Apprenticeship Fair to be delivered, in partnership with GB Met and Adur and Worthing Business Partnership. Autumn 2018 - Employment & Skills Action Plan in place Ongoing use of s106 agreements -Encourage developers through s106 agreements to offer apprenticeships and use local labour force. Ensure that Council led developments provide apprenticeship opportunities. |
| | I.4.2 Work with employers and partners to exploit skills led growth and productivity gains through the use of digital technologies. | Head of Place and Economy Director for Digital and Resources | AWBP, CWS/Visitor Economy Network, Adur & Worthing Business Partnership, WSCC | Autumn 2018 - Employment & Skills Action Plan in place December 2018 - Working group to be established through Adur and Worthing Business Partnership to build on the work of Gigabit and explore the impacts of fibre connectivity on business function. |
| | I.4.3 Work with partners to inspire young people and promote pathways for employment and learning | Head of Place and Economy | Sussex Learning Network, WSCC, CWS, Adur & Worthing Business Partnership, Employability Network | Autumn 2018 - Employment & Skills Action Plan in place |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|--|---|--|--|
| I.5 Investment in and delivery of Major Projects and key infrastructure | I.5.1 (a) CIVIC CENTRE SITE PHASE I (ADUR) Build programme to deliver up to 30,000 sqm of lettable office accommodation on the car park site north of Ham Road. | Head of Major Projects and Investment | Pre-let agreement with Focus Group | Spring 2018 - Construction commenced Summer 2018 - Foundations were laid Autumn 2018 - Topping out expected Spring 2019 - Due to be completed and occupied by Focus Group. |
| | I.5.2 (b) CIVIC CENTRE SITE PHASE II (ADUR) - deliver a major redevelopment scheme on the main site to provide new homes and incorporate improvements to the public realm. | Head of Planning and Development Head of Major Projects and Investment | Potential development partner or sale to developer | Autumn 2018 - marketing of the site. Sale or development agreement secured 2019 2020/21 - Commence work on site. |
| | I.5.3 DEVELOPMENT OF SHOREHAM HARBOUR (ADUR) Redevelopment of the Western Harbour Arm to deliver sustainable new communities (broad location for 1,100 new dwellings). Including delivery of a District Heat Network and concentration of Port activities in the Eastern Harbour Arm. | Head of Planning and Development | Shoreham Port, Coast to Capital Local Economic Partnership West Sussex County Council and Brighton and Hove City Council | Autumn 2018 - Expected start for development at Free Wharf. Adjacent sites likely to come forward following adoption of Local Plan and Joint Area Action Plan (JAAP) 2018. District Heat Network Feasibility work due to be completed end of 2018. |
| | I.5.4 ADUR TIDAL WALLS (ADUR) Work in partnership to deliver major improvements to tidal defences. Capitalise on potential funding opportunities to secure early delivery of priority defences. | Head of Planning and Development | Coast to Capital Local Economic Partnership, West Sussex County Council | Completed 2019 |
| | I.5.5 TEVILLE GATE (WORTHING) a) Enable delivery of a mixed use scheme which maximises the potential of the site including circa 400 new homes b) Secure redevelopment of Teville Gate House. | Head of Planning and Development Head of Major Projects and Investment | Site owner, development partner, Local Economic Partnership, West Sussex County Council | Summer 2018 - Demolition of car park and adjacent buildings complete, August 2018 - Planning application for 'main site' submitted. December 2018 - Secure redevelopment of Teville Gate House. |
| | I.5.6 UNION PLACE (WORTHING) Enable delivery of a viable mixed use scheme (likely to include leisure, retail and housing). | Head of Major Projects and Investment | Land pooling partner, C2C LEP and development partner/developer | Autumn 2018 - Land Pooling Agreement with partner organisation finalised. October 2018 - Joint work to assess viability of a mixed use scheme commenced Mid - 2019 - Development partner/developer selected |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|------------|--|--|--|--|
| | I.5.7 GRAFTON CAR PARK SITE (WORTHING) Utilise Council's interests in the site to create a viable development proposition and build joint venture capacity to develop | Head of Major Projects and Investment | Development partner, West Sussex County Council | Autumn 2018 - Ongoing work on development strategy and resolving issue in advance of marketing. December 2018 - clear development strategy with milestones agreed by JSC |
| | I.5.8 DECOY FARM (WORTHING) Secure Local Growth Funding to remediate the site to secure private sector investment necessary to deliver new employment opportunities, and First phase of investigative work to determine site conditions | Head of Major Projects and Investment | Local Economic Partnership and potential development partners | Summer 2018 - ongoing work to identify and resolve development strategy, land remediation and transport issues. Autumn 2018 - full business case submitted to Coast to Capital Local Enterprise Partnership to draw down funding. Spring 2019 - submission of outline planning application for B-class led development scheme. |
| | I.5.9 SQUARENA (WORTHING) Planning application approved for 141 dwellings, commercial floor space, public car parking and new seafront café and public realm. | Head of Planning and Development | Roffey Homes | Summer 2018 - Buildings demolished and piling and sub-structure completed. Completion by 2021 |
| | I.5.10 WORTHING CIVIC CENTRE SITE (WORTHING) Partner with local health providers to deliver a hub facility consistent with new models of health provision. Investigate options for housing, office or increased parking on the remainder of the site. | Head of Planning and Development Head of Major Projects and Investment | One Public Estate Development partner(s), Health sector partners, West Sussex County Council | NHS Business Case Approvals - Autumn 2018 Planning application submitted by end 2018. Construction to commence in mid - 2019 |
| | I.5.11 WORTHING TOWN CENTRE PARKING STRATEGY (WORTHING) Agree a new Parking Strategy for Worthing Town Centre that supports the delivery of major investment projects, to unlock value in key sites, and to support the town centre as a leading shopping and visitor destination. | Head of Major Projects and Investment Head of Planning and Development Head of Customer and Digital Services | West Sussex County Council | September 2018 - Parking Strategy agreed |
| | | | | |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|---|---|--|--|
| 1.6 Establish an up to date planning framework to guide future development and ensure the provision of appropriate supporting infrastructure. | 1.6.1 Implementation of Adur Local Plan | Head of Planning and Development | Infrastructure providers, local landowners/developers and the local community. | 14 December 2017 - Adur Local Plan adopted.. 2018/19 - Implementation of Local Development Scheme, which includes the preparation of supporting planning documents such as Sustainability, Infrastructure Contributions and Employment protection guidance. Ongoing - Deliver key strategic sites in accordance with the Plan including New Monks Farm, West Sompting and Shoreham Harbour. |
| | 1.6.2 Prepare new Worthing Local Plan | Head of Planning & Development | Infrastructure providers, local landowners/developers and the local community. | Autumn 2018 - Consultation on preferred Options. The Plan will seek to guide future development on key strategic sites and ensure appropriate supporting infrastructure. Key issues to address is the level of new development the town can accommodate given the lack of land and a significant demand for housing, employment and community facilities. 2019 - Submission and adoption 2019. |
| 1.7 Enable delivery of a series of Locality Projects which are vital to the wellbeing of our communities and strengthen our financial economy | 1.7.1 SEAFRONT INVESTMENT PLAN (WORTHING) Explore investment options to deliver against the Seafront Investment Plan (including investigating the economic potential of promenade improvements to accommodate seafront attractions) | Head of Place and Economy Head of Major Projects and Investment. Head of Environmental Services | Developers and WSCC | Autumn 2018 - Planning applications for beach shelter redevelopment Mid-2020 - Completion of Phase I beach shelter redevelopment Summer 2018 - expected announcement on funding for public realm development with detailed design for South Street, incorporating connections to the seafront. March/April 2019 - release Denton Shelter as a leisure use to the market |
| | 1.7.2 BEACH GREEN, SHOREHAM (ADUR) Secure the redevelopment of the existing toilet block with an appropriate and high quality building/café offer. Re-market the site and work in partnership with the development team to secure a high quality design. | Head of Major Projects and Investment Head of Planning and Development | Development Partner, West Sussex County Council | Summer 2018 - Agreements with development partner completed. Completion by 2020 |
| | 1.7.3 WORTHING PUBLIC REALM (WORTHING) Work with WSCC to secure investment to design and deliver a phased approach to improve public realm at identified priority locations in the Worthing town centre. | Head of Place and Economy | WSCC and TCI | November/December 2019 - South Street / Portland Road as the first phase of the overall Worthing Public Realm Improvements. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|--|---|---|---|
| | 1.7.4 PUBLIC TOILET IMPROVEMENT PROGRAMME Develop an enhanced investment programme for our public toilets, providing better quality facilities for our residents and visitors. | Environmental Services Head of Business and Technical Services | | December 2018-Improvement programme plan |
| 1.8 Creating places that businesses wish to invest in and sustain | 1.8.1 Develop a place brand for Worthing and engage key partners to maximise uptake and use, and promote Worthing to relevant markets. (WORTHING) | Head of Communications | Wide variety of public service partners and use of small local SMEs to develop | October 2018-roadmap to brand essence and next steps of brand development. |
| | 1.8.2 Develop a Town Centre and Seafront plan (WORTHING). As part of Coastal Community Team status, to enable delivery of a coordinated approach to regeneration, visitor economy and place marketing. | Head of Place and Economy Head of Environment | WSSCC, Development partners, Local business, Transport providers | Autumn 2018 - Develop a strategy for a coordinated approach to and improving Worthing Town Centre. Capture the development premium and social benefits to delivery high quality well-designed public realm and a consistently high quality experience. Ensure that there is sufficient flexibility to adapt to a new role for town centres and capitalise on opportunities that arise. |
| | 1.8.3 (a) Help to create the right conditions for the growth of a 'night-time' economy using a combination of programmed activities; an improved public realm; and an enabling approach to regulation. As part of development annual programme of events, work with our partners to deliver specific events which 'extend the day'. | Head of Place and Economy Head of Wellbeing | Town Centre initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council | Autumn 2018 - Purple Flag Accreditation Ongoing - Supported through the Purple Flag Accreditation process, through partnership working, explore place making and new events to extend the day. |
| | 1.8.3 (b) Secure Purple Flag accreditation for excellence in managing the evening and night time economy and in recognition of entertaining, safe, diverse and enjoyable nights out. | Head of Place and Economy Head of Wellbeing | TCI, WSSCC, Worthing Hospitality Federation, Worthing Neighbourhood Watch, Stagecoach and business. | Autumn 2018 - Purple Flag Accreditation to be submitted. Accreditation to be refreshed annually (once accreditation is achieved). |
| | 1.8.4 Add new events to a year round calendar of events that attract interest and visitors to our places. | Head of Place and Economy | Town Centre initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council | Ongoing Autumn 2018 - New events being investigated for delivery. July 2018 - Worthing Pride. |
| | 1.8.5 Developing our visitor economy. Working jointly with key partners to implement: a) Better marketing of the visitor economy propositions to key demographic groups across Coastal West Sussex b) Using data/intelligence to build better pictures of assets and investment required in changing visitor economy markets c) Investigate potential for business tourism. | Head of Place and Economy | Range of private sector partners, Coastal West Sussex Business Partnership, West Sussex County Council, Arun District Council, Chichester District Council and Tourism South East | June 2018 - Visitor Guide refreshed and distributed July 2018 - Walk it Worthing, Crumbs City Trail and Greeters (new Tourism projects) on the ground. June 2019 - Implementing work identified in the Visitor Economy Action Plan |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|---|---|--|---|
| | <p>I.8.6 Support creative/maker sector by building on creative work space at Colonnade House and seeking opportunities to grow the sector.</p> <p>Develop a complementary Digital Hub in 5-7 High Street to provide space for digital/creative businesses. Ensure that this project complements the Gigabit programme and the delivery of a series of Digital Hubs across Coast to Capital.</p> | Head of Place and Economy | WSCC, Arts Council England, YTKO, Adur and Worthing Arts Trust | Autumn 2018 - Support YTKO (lead partner) to develop and submit a European Regional Development Fund bid to support the delivery of a Digital Hub - |
| I.9 Promote an adoptive and creative approach to delivering spaces needed to meet the demands of startups and growing businesses in Adur and Worthing | I.9.1 Complete an assessment of our own buildings to establish opportunities for workspace that supports open innovation and collaborative workstyles | <p>Head of Place and Economy</p> <p>Head of Major Projects & Investment</p> | | Review complete by December 2018 |
| I.10 Support for creative partnerships and proposals that enhance the cultural offer of our places | I.10.1 Let the Light In - Redevelop Worthing Museum and Art Gallery to create a contemporary offer of national significance for the enjoyment of our local community and to support historians, filmmakers, fashion houses and students from across the country. | Head of Culture | Arts Council England, Heritage Lottery Fund Trusts and foundations sponsorship | <p>June 2018 - Heritage Lottery bid submitted.</p> <p>September 2018 - Stage One planning / development year begins</p> <p>Autumn 2018 - Planning application submitted</p> <p>June 2019 - Stage Two funding bid submitted</p> <p>September 2019 - Delivery begins</p> <p>Late Autumn 2020 - Complete project</p> |
| | I.10.2 Prepare a deliverable and costed 'masterplan' for the Pavilion Theatre to include both a balcony and multifunction seating to allow the space to be used creatively and improve the customer experience. | Head of Culture | | By November 2018 |
| | I.10.3 Establish nationally significant Costume Research Centre with a funded apprentice to support curatorial team | Head of Culture | Arts Council England | By December 2018 |
| | I.10.4 Apply for funding to install an exhibition celebrating Worthing Town with a series of linked free events | Head of Culture | Heritage Lottery Funding and Arts Council England | By December 2019 |
| I.11 Present options for the future direction of Worthing Theatres and Museum to identify a way forward that will ensure that culture continues to develop and thrive in Worthing | I.11.1 Consider the options to enable culture to continue to build on its success, further developing the benefits to our local communities and playing a key role in place making. Produce a report outlining options, proposing a direction and outlining the process and timescales. | Head of Culture | Arts Council | <p>July 2018 - First report to JSC</p> <p>December 2018 - Second report to JSC</p> |

Platforms for our Places Mid-Term Refresh

| Proposed Commitment | Nature of Change | What has changed |
|---|------------------|---|
| 2.1 Preventing homelessness and delivering the <i>Homelessness reduction Act</i> | New | This commitment reflects the Councils renewed focus as outlined in our Housing Strategies to address homelessness in our communities due to the significant increase in homelessness and the implications of the <i>Homelessness Reduction Act</i> on our services. This in-part replaces commitment 2.2. |
| 2.2 Enabling and increasing the number of affordable and suitable homes in our communities | New | This commitment reflects the Councils renewed focus to addressing the housing needs within our communities, as outlined in our Housing Strategies. This in-part replaces commitment 2.2. |
| 2.3 Supporting and sustaining Adur District Council Housing Service (HRA) as a successful and efficient business | New | This commitment reflects the Adur District Councils efforts to improve the maintenance of its housing stock and quality of service to our tenants. This in-part replaces commitment 2.2. |
| 2.4 Providing a Platform to encourage social innovation, social financing and supporting community and social entrepreneurs to create and deliver solutions that work for our places | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. |
| 2.6 Promoting the good physical and mental health of our communities | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. |
| 2.7 Promotion of our communities as safe places | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. |
| 2.8 Playing our part in the reshaping of place based health services. Ensuring that our knowledge and understanding of communities is reflected in NHS/County Council joint work on improving NHS Services (and public health preventative work) | Refreshed | Updated to reflect our current progress of the projects identified under this commitment. Further activities are reflected in Platform Five - Leadership of our Places (Commitment 5.5). |

Platforms for our Places Mid-Term Refresh

Removed Commitments

| Commitment | Nature of Change | What has changed |
|--|------------------|--|
| 2.1 Better understand our communities by gathering the data and intelligence understanding aspirations, opportunities and untapped assets as well as knowing where real and significant need lies. Ensuring that data and intelligence is shared better to support outcomes and long term community resilience. | Moved | This commitment has been completed. The Councils ongoing approach to data and engagement with our partners is reflected in Platform 5: Leadership of our Places. |
| 2.2 Providing and enabling homes across Adur and Worthing. | Replaced | This commitment has been replaced by commitments 2.1, 2.2 and 2.3 to better reflect the Councils' approach to housing. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|---|--|---|--|
| 2.1 Preventing homelessness and delivering the Homelessness Reduction Act | 2.2.1 Create two accessible and integrated multi-agency homelessness prevention approaches (pathways) for families and individuals, including care leavers and looked after children using the SameRoom service design approach | Head of Housing | WSSCC, Coastal West Sussex CCG, Community Works, Worthing Churches Homeless Project | September 2018 - Phase 2 Design work completed and move onto deliverables |
| | 2.3.2 Supporting the county wide project to support households to remain safely in their homes through better and faster provision of grants and home improvements. | Head of Housing | WSSCC, West Sussex District & Boroughs | September 2018 - Review of project |
| 2.2 Enabling and increasing the number of affordable and suitable homes in our communities | 2.3.1 Deliver the Adur District Council (HRA) development programme | Head of Housing | | December 2018 - New Development Manager appointed - Albion Street development commenced. |
| | 2.3.2 Engage with developers and registered social landlords to ensure the maximisation of affordable homes in our places | Head of Housing Head of Planning | | Ongoing |
| | 2.3.3 Review and update our strategic and operational approaches to the sourcing of temporary and emergency accommodation to reflect the changing need demand and supply of homes | Head of Housing | | September 2018 - Update strategy Additional information |
| 2.3 Supporting and sustaining Adur District Council Housing Service (HRA) as a successful and efficient business | 2.1.1 Ongoing development of the rolling 30 year business plan. Reviewing costs and overheads, recharges and other budgets | Head of Housing Head of Finance | | December 2018 - Annual rent and service charge reviews |
| | 2.1.2 Ongoing assessment and review of property and capital investment | Head of Housing | | March 2019 - 10-20% stock assessed annually review |
| | 2.1.3 Improving income collection and operational delivery | Head of Housing | | Ongoing |
| 2.4 Providing a Platform to encourage social innovation, social financing and supporting community and social entrepreneurs to create and deliver solutions that work for our places | 2.4.1 Agree core principles of engagement and community involvement in design and delivery of the Councils work. | Director for Communities | Community Works, West Sussex County Council, Communities | December 2018 |
| | 2.4.2 Encourage and support people and organisations in our places to develop opportunities for social innovation and social financing. | Director for Communities | Community Works | September 2018 - Social Innovation Network to begin pilot September 2018 Social financing training with Community Works |
| | 2.4.3 Ensure strong delivery and capture of key learning from SameRoom co-production and co-design projects, and ensure we are providing the right forums to facilitate social innovation and working with partners. | Director for Communities Director for Digital & Resources | A variety of community, voluntary and commercial partners involved | July 2018 SameRoom review completed September 2018 - The Conservation Volunteers Year One review December 2018 - Going Local Two year evaluation |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|--|---|--|---|
| | 2.4.4 Working with the community of Shoreham and bereaved families to create a permanent memorial to commemorate Shoreham Airshow tragedy of August 2015 | Director for Economy | Wide variety of stakeholders | September 2018 |
| 2.5 Provide a platform to develop resilient communities, targeting resources across our place on the most vulnerable and those struggling families requiring limited assistance to stay afloat | 2.5.1 To encourage and empower the most vulnerable in our community to create community-based networks, reduce isolation and achieve their best outcomes. | Head of Wellbeing | Community Works, DWP, WSCC | September 2018 - Loneliness and social isolation discovery project started |
| | 2.5.2 Develop relationships and pathways that enable our communities to benefit from the regeneration of our places and promote both financial and volunteering contributions from key economic stakeholders | Head of Wellbeing Head of Major Projects and Investment Head of Planning and Development Head of Place and Economy | Community Works, Department of Work & Pensions, WSCC, Adur and Worthing Business Partnership, other infrastructure providers | September 2018 - Clear agreement on how development specific proposals will be surfaced, supporting place shaping initiatives. June 2019 - Adur District Councils to start a review of its Supplementary Planning Document for s106 Development Contributions in 2018/19 and this will review contributions for health and wellbeing. June 2019 - Worthing Borough Council will be preparing a Infrastructure Business Plan setting out the priorities for spending CIL. Ongoing - identify opportunities to deliver education and apprenticeship opportunities through the Councils Major Projects programme. Ongoing - through AWBP, help facilitate relationships and opportunities as they arise. |
| | 2.5.3 Ongoing development of volunteering opportunities for staff and our communities that enable skills and needs to be matched. | Head of Wellbeing Head of Human Resources Head of Place and Economy | Community Works A&W Business Partnership | December 2018 - First set of proposals for Staff, CVS and Business. |
| | 2.5.4 Increase awareness by promoting support for those who are struggling to cope, in particular those affected by the Welfare Reform and financial inclusion | Head of Wellbeing | Welfare Reform Partnerships Community Works, DWP, WSCC | September 2018 - Review post Universal Credit roll out |
| | 2.5.5 Develop assessment/triage tools and data analysis capability in Revenues & Benefits to assist with advice and guidance to clients. Provide data for the early identification of problems shared with housing and other related services to enhance holistic support. | Head of Revenues and Benefits Director for Digital & Resources | Housing Services, Worthing Homes, WSCC | July 2018 - Develop options for external specialist support and software |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|--|---|---|---|
| | 2.5.5 Continue to support the Integrated Prevention and Earliest Help (IPEH) Service identify gaps and increase capacity for children and families that need support | Head of Wellbeing | WSCC | March 2019 - Annual review |
| | 2.5.6 Identify funding opportunities to support the sustainability of services to promote community resilience, health and wellbeing. | Head of Wellbeing | CCG, WSCC, Head of Place & Economy | Ongoing |
| 2.6 Promoting the good physical and mental health of our communities | 2.6.1 Continue to address the wider determinants of health in our localities through programmes like; <ul style="list-style-type: none"> Preventing Homelessness project Going Local, GoodGym and Wellbeing Hubs Promoting local involvement and co-production of solutions between communities and partners. | Head of Wellbeing | West Sussex County Council, Coastal Commissioning Group, Public Health, Guildcare, Police | September 2018 - Communities and Wellbeing Refresh of Intelligence Framework March 2019 - Annual Review of Public Health Strategy March 2019 - Review of the Wellbeing Hubs |
| | 2.6.2 Promote better mental health in our communities through delivering the Mental Health Challenge Action Plan and sign up to the Time to Change employers' pledge. | Director for Communities | Adur and Worthing Health and Wellbeing Partnership | March 2019 |
| | 2.6.3 Promote the mental wellbeing of our Young People through the delivery of the 'OneGoodFriend' project and communication Campaign - supporting our young people talk to someone about issues as they arise and address mental health issues early. | Head of Wellbeing Head of Communications Director for Communities | NHS, WSCC, Worthing High School, CGL | July 2018 - Synthesis Workshop Autumn 2018 - Campaign to promote 'OneGoodFriend' Autumn 2018 - outcomes from Synthesis workshop implemented |
| | 2.6.4 Work with Coastal Care to ensure the development of all NHS and Social Care partners to integrate services that address health and social care needs through Local Community Networks in Adur and Worthing | Head of Wellbeing Director of Communities | NHS, West Sussex County Council | Ongoing |
| | 2.6.5 Promote and support our Local Community Networks with particular focus on the prevention principles of Start Well, Live Well, Age Well. | Head of Wellbeing | WSCC, CCG, Coastal Care, Community Works, Guild Care, MIND and other voluntary sector organisations | Autumn 2018 - Implementation of outputs from OneGoodFriend discovery phase (see 2.6.3) March 2019 – Annual review of Public Health Strategy |
| | 2.6.6 Develop our Public Health and Sports and Activities strategies for Adur and Worthing that not only improves the quality and availability of sports facilities but which improves health and inequalities across Adur and Worthing | Head of Wellbeing Head of Environmental Services | South Downs Leisure, Impulse Leisure Sports bodies and associations | April 2019 |
| | 2.6.7 Investigate opportunities to work in partnership with wellbeing to develop arts projects focused on health and wellbeing. Phase one focused on dementia, phase two on teenage mums and phase three on bonding opportunities for dad's and their children. | Head of Culture Head of Wellbeing | Guild Care, IPEH, WSCC | April 2019 |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|---|--|--|---|
| 2.7 Promotion of our communities as safe places | 2.7.1 Prioritise safeguarding and early help across the Councils and communities by ensuring our services and policies are effective at identifying and tackling issues to keep individuals and families safe. | Dir Communities Head of Wellbeing | West Sussex Children's Safeguarding Board, West Sussex Adults Safeguarding Board | September 2018 - Self assessments for the West Sussex Boards undertaken every two years |
| | 2.7.2 Develop and deliver projects to support and enforce the prevention and reduction in antisocial behaviour and address, with partners, emerging crime types such as county lines, cuckooing and cyber crime. | Head of Wellbeing Head of Environmental Services | Adur and Worthing Safer Communities' Partnership | Ongoing |
| | 2.7.3 Reduce the risk of alcohol and drug related harm. Support the development of our night time economy by creating safer places. | Head of Place and Economy Head of Wellbeing | West Sussex Public Health, Adur and Worthing Health and Wellbeing Partnership, Coastal Commissioning Group | Autumn 2018 - Purple Flag Accreditation |
| 2.8 Playing our part in the reshaping of place based health services. Ensuring that our knowledge and understanding of communities is reflected in NHS/County Council joint work on improving NHS Services (and public health preventative work) | 2.8.1 Work with Coastal Care to ensure the development of all NHS and Social Care partners in integrated services | Chief Executive Director for Communities | CCG, Coastal, WSCC | Ongoing |
| | 2.8.2 Represent the interests of District and Borough (and Place based health systems) in strategic conversation and decision making at Coastal Cabinet as part of the sustainability and transformation plans and longer term redesign of health and public health across the Coastal West Sussex Footprint. | Chief Executive Director for Communities Head of Wellbeing | All Coastal Cabinet partners | Ongoing |

Platforms for our Places Mid-Term Refresh

The Councils have made significant efforts to fostering the stewardship of natural resources among staff and our communities. The appointment of a Strategic Sustainability Manager has helped the Councils make significant developments in promote and embed sustainability into our thinking. Many of the new commitments reflects the next stage in the Councils strategic approach to sustainability.

| Proposed Commitment | Nature of Change | What has changed |
|---|------------------|--|
| 3.1 Reduce emissions and shift to clean energy across the councils' estate | New | This commitment reflects the next stage in the Councils improving our environmental resilience as an organisation (Commitment 3.1) and our infrastructure (Commitment 3.3) |
| 3.2 Promote sustainable travel and tackle air quality | New | This commitment reflects the renewed community interest in air quality, and the Councils efforts to promote active transport and investigate new transport technologies, such electric vehicles. |
| 3.3 Reduce waste and support the circular economy, partnering with communities and businesses | New | This commitment draws out activities and projects identified in Commitment 3.2 to highlight the importance of waste reduction with our places. |
| 3.4 Support delivery of smart infrastructure and clean growth in Adur and Worthing | New | This commitment draws attention to sustainability within our built environment, and the role that digital infrastructure can play to improve the management of our natural resources. |
| 3.5 Develop the role of communities in stewarding our natural resources | Refreshed | This commitment has been updated to reflect our activities and projects to engage our community in the stewarding of our natural resources. |
| 3.4 Use our natural environment to promote health and wellbeing in our communities, economy and places | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. |
| 3.5 Improve our sustainability performance across the Councils' services and staff | New | The activities and projects are refreshed to reflect current activities and projects, building on activities identified in Commitment 3.1 |

Platforms for our Places Mid-Term Refresh

Removed Commitments

| Commitment | Nature of Change | What has changed |
|--|------------------|--|
| 3.1 Improve environmental resilience in Adur and Worthing | Replaced | The activities and project in this commitment are associated with the Councils staff and services. Revised versions of these activities and projects are reflected in new commitments. |
| 3.3 Infrastructure for environmental resilience | Replaced | The activities and projects are reflected in new commitments. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|---|--|--|---|
| 3.1 Reduce emissions and shift to clean energy across the councils' estate | 3.1.1 Develop detailed understanding of the Councils' energy, water use and associated carbon emissions, and working with the West Sussex County energy team, produce an invest to save energy strategy | Strategic Sustainability Manager Head of Business and Technical Services | Team Energy, West Sussex County Council | June 2019 - Establish our carbon baseline and develop a Carbon Reduction Plan |
| | 3.3.2 Retrofit built infrastructure to improve environmental efficiency across corporate buildings and social housing stock. | Head of Business and Technical Services Head of Housing Strategic Sustainability Manager | BEIS (Salix funding) National Grid & Affordable Warmth Solutions (Warm Homes Funding) | Programme of works over next 3 years |
| | 3.1.3 Deliver further clean, renewable energy on council buildings and sites. Develop a programme of solar photovoltaic installations. | Director Digital & Resources Strategic Sustainability Manager | West Sussex County Council | December 2019 - Solar panels installed at the Shoreham Centre |
| 3.2 Work to deliver sustainable travel initiatives and infrastructure, tackling air quality | 3.2.1 Develop an Adur & Worthing Councils Staff Travel Plan, promoting active travel, cycling, walking, public transport use and car sharing. Support staff to adopt these forms of transport for commuting and business travel, and share our learning with other local organisations. | Director Digital & Resources | West Sussex County Council, Sustrans, Public Transport providers | April 2019 |
| | 3.2.2 Help deliver the West Sussex Air Quality Action Plan agreed in June 2018 by promoting active travel, cleaner fuels, cleaner fleets (in house and in taxis) and the use of electric/hybrid vehicles as set out below. | Head of Wellbeing | WSSCC, Ds & Bs Sussex Air Partnerships | From July 2018 |
| | 3.2.3 Improve cycling and walking infrastructure across Adur and Worthing and connectivity with neighbouring areas. | Director of Communities Head of Place and Economy Head of Planning and Development Strategic Sustainability Manager | Walking & Cycling Action Group, West Sussex County Council, Sustrans, local cycling and walking groups | June 2019 - Develop a Local Cycling and Walking Infrastructure Plan |
| | 3.2.4 Transition to cleaner fuels for council fleet and vehicle rentals through e.g. hybrid and electric vehicles. | Head of Environmental Services Strategic Sustainability Manager | Car Rental Provider (Enterprise) | December 2019 - Develop a migration plan |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|--|---|---|--|
| | 3.2.5 Promote and deliver electric vehicle charging across Adur & Worthing, working with partners and businesses to leverage government and other funding. | Strategic Sustainability Manager Director of Communities Head of Digital and Customer Service | Highways England, Office for Low Emission Vehicles (OLEV), West Sussex County Council, Local Businesses | December 2018 - Next phase charging sites plan December 2019 - Plan delivered |
| 3.3 Reduce waste and support the circular economy, partnering with communities and businesses | 3.3.1 Develop mechanisms to improve measurement and incentivisation of recycling and circular use of waste resources within Inter Authority Waste Group and Department for Community and Local Government. | Head of Environmental Services | Strategic Waste Officers Group for West Sussex, Registered Social Landlords and community groups | November 2018 |
| | 3.3.2 Using learning from our Findon Valley and Sompting Big Local projects to engage with our communities to promote and support to improve recycling rates in line with Government Targets. | Head of Environmental Services | Strategic Waste Officers Group for West Sussex | December 2018 |
| | 3.3.3 Reduce use of single use plastics, by launching the Refill water bottle campaign, including publishing a map of public drinking water sites, and introducing related initiatives to radically reduce council use of single use plastics. | Strategic Sustainability Manager Head of Business and Technical Services | Worthing Climate Action Network, Transition Town Worthing, Marine Conservation Society, West Sussex County Council, Southern Water. | December 2018 - Deliver council contribution to national Refill campaign December 2018 - Develop wider plan on single use plastics reduction. |
| 3.4 Support delivery of smart infrastructure and clean growth in Adur and Worthing | 3.4.1 Ensure delivery of environmental sustainability through planning processes, developing innovative approaches to delivering more sustainable development while balancing the imperative to build. | Head of Planning and Development Strategic Sustainability Manager | Developers, Planning Sector | Autumn 2018 (WORTHING) - Worthing Local Plan consultation. Ongoing (ADUR) - implementation of policies adopted with The Adur Plan |
| | 3.4.2 Ensure continuing effectiveness of Building Control advisory service on sustainable design in the built environment and extending influence across the business and domestic network. | Head of Planning and Development | | Autumn 2018 (WORTHING) - Worthing Local Plan consultation. Ongoing (ADUR) - implementation of policies adopted with The Adur Plan |
| | 3.4.3 Explore and promote opportunities for the use of smart technologies in sustainability such as smart metering, smart energy solutions, environmental sensor technology and smart transport solutions | Director Digital & Resources | West Sussex County Council, Business partners | December 2018 - Identify a first experimental project |
| 3.5 Develop the role of communities in stewarding our natural resources | 3.5.1 Promote Adur and Worthing as a sustainable place. Work with local communities, businesses and experts to identify opportunities to improve the environmental stewardship and sustainability of Adur and Worthing. | Strategic Sustainability Manager | Local community, business, public and academic sector partners. | December 2019 - Adur & Worthing Sustainability Conference Sustainability Prospectus for Adur and Worthing |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|--|---|--|--|
| | 3.5.2 Develop new collaborative and integrated models of management of our parks, public spaces and biodiversity, and engagement of our community | Head of Environmental Services | The Conservation Volunteers, Head of Wellbeing | September 2018 - Completion of review and evaluation |
| | 3.5.3 Improve Worthing's Bathing Water Quality through the implementation of an enhancement programme. | Head of Wellbeing | Head of Environment Services, Southern Water Environment Agency | January 2019 - Completion of Major Works May-September 2019 - measures in place for the 2020 Bathing Season |
| 3.4 Use our natural environment to promote health and wellbeing in our communities, economy and places | 3.4.1 Support the Growing Communities Project, to empower our communities to gain health and wellbeing outcomes from our natural environment. | Head of Wellbeing | Community Works, The Conservation Volunteers, Green Spaces Partnership | June 2020 |
| | 3.4.2 Supporting the development of our public realm, green spaces and natural environment, including accessing the South Downs National Park to promote and enhance our visitor economy and wellbeing within the Community. | Head of Place and Economy Head of Wellbeing Head of Environmental Services Head of Housing Head of Planning and Development | South Downs National Park Authority, West Sussex County Council | Ongoing |
| 3.5 Improve our sustainability performance across the Councils' services and staff | 3.5.1 Strengthen our internal sustainability performance, supporting and extending good practice through council spend and across the directorates. | Strategic Sustainability Manager Head of Finance | Contractors | August 2018 - Establish regular reviews |
| | 3.5.2 Mainstream sustainability across council policy, services and behaviour through personal development, learning and volunteering opportunities | Strategic Sustainability Manager Head of Human Resources | Business partners, Sussex Wildlife Trust, | August 2018 - Establish a programme of continuous personal development sessions for staff |

Platforms for our Places Mid-Term Refresh

| Proposed Commitment | Nature of Change | What has changed |
|--|------------------|---|
| 4.1 Drive significant service redesign of council services using SameRoom service design methods and digital platform technologies, including the provision of new multi-agency services. | New | This commitment has been added to reflect the Councils significant investment in digital transformation and digital-led service redesign. |
| 4.2 Exceed annual £600,000 income growth targets in support of the councils' medium term financial plan, through better market research and a step change in marketing strategies, and creation of new business initiatives | Amended | This commitment has been amended to build on ambition set out in Commitment 4.3, with activities and projects to reflect this. |
| 4.3 Use the Councils' land and buildings to support our financial and social economies, and support the Councils' financial sustainability. | Moved | This commitment has been moved from Platform 1: Our Financial Economies (Commitment 1.4) to reflect the cross-cutting nature of its outcomes, and the management of the Councils assets more appropriate to Platform 4. |
| 4.4 Developing and improving our core capabilities, processes and skills to ensure delivery of our ambitions across our Platforms strategy | Amended | This commitment has is amendment of Commitment 4.6 with activities and projects to reflect the significant work that has been undertaken and emerging priorities. |
| 4.5 Develop a communications service that champions the places, people, councils and projects of Adur and Worthing creatively, professionally and cost effectively | Refreshed | Updated to reflect the current progress of the projects identified under this commitment. |

Platforms for our Places Mid-Term Refresh

Commitments Removed

| Proposed Commitment | Nature of Change | What has changed |
|---|-------------------|---|
| 4.1 Design customer-centered service which enable customers to get what they need to thrive | Business as Usual | This commitment has been incorporated into the Business as Usual activities focusing on customer-centred approaches to service redesign and review. |
| 4.2 Develop customer intelligence and insight function to drive the design of customer-centred services. | Business as Usual | The customer intelligence and insight function has been established, and information is fed back to services. It continues to be reflected in Activity 4.1.3. |
| 4.4 Regulatory change and competition for core services | Business as Usual | The issued raised in this commitment are being addressed through our business planning processes and developing the council commercial capacity. |
| 4.5 Utilising the expertise with our Communities | Moved | The activities and projects have been reflected in Commitment 4.1 and Commitment 2.4 (Platform 2: Our Social Economies) |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|---|---|---|--|
| 4.1 Drive significant service redesign of council services using SameRoom service design methods and digital platform technologies, including the provision of new multi-agency services. | 4.1.1 Continue to develop our SameRoom service design offer to help address local system challenges including young people and mental health, homelessness and loneliness & isolation, and providing digital prototypes & products where required | Director Digital & Resources | WSCC, Coastal West Sussex CCG | September 2018 - Preventing Homelessness Design September 2018 - Loneliness project kick off October 2018 - Branding and public blog |
| | 4.1.2 Develop mobile first, end-to end digital services that people prefer to use, redesigning whole service models using SameRoom methods, putting citizen needs at the centre, increasing customer satisfaction, driving out inefficiency and reducing call demand | Director Digital & Resources | Ministry for Housing, Communities and Local Government | September 2018 - Housing repairs November 2018 - Waste phase 2 self service March 2019 - Revenues & benefits self service |
| | 4.1.3 Improve our data analysis, customer research and feedback methods to build clear insight into citizen experience and service performance | Head of Customer & Digital Services | West Sussex County Council Data Insight Team, Ministry for Housing, Communities and Local Government, Open Data Institute | December 2018 - Improvements in service data March 2019 - Real-time service performance |
| | 4.1.4 Run experiments with new technologies such as interactive voice control, robotics and sensor technologies to create new digital options when redesigning services | Head of Customer & Digital Services Director Digital & Resources | Amazon, Google, Cityfibre, Brighton & Hove City Council | September 2018 - Live test of voice-controlled ordering in clinical waste September 2018 - Demonstration from Brighton & Hove City Council on sensor technology in social housing |
| 4.2 Exceed annual £600,000 income growth targets in support of the councils' medium term financial plan, through better market research and a step change in marketing strategies, and creation of new business initiatives | 4.2.1 Develop an improvement model for income growth that can be tested and rolled-out, through an exemplar project in waste & recycling, testing methods for business model development, planning, branding and marketing | Director for Digital & Resources Head of Environmental Services | | July 2018 - Waste exemplar (garden and trade waste) start September 2018 - Develop invest to save proposition for digital marketing post |
| | 4.2.2 Identify new opportunities for income growth through new business model canvas workshops as part of a revised service planning process, creating invest to save business cases for assessment | Director for Digital & Resources Chief Financial Officer | | June/July 2018 - Workshops |
| | 4.2.3 Deliver savings from procurement (£750,000 target over 2017-2020) through spend analysis and category management, ensuring opportunities for social and environmental value creation are given proper consideration to deliver against our overall platforms strategy | Director for Digital and Resources | | 2017/18 - £200,000 in savings achieved in By March 2020 - £750,000 in savings achieved |
| 4.3 Use the Councils' land and buildings to support our financial and social economies, and support the Councils' financial sustainability. | 4.3.1 Undertake a thorough examination of our property holdings in Adur and Worthing and other partners – prioritise opportunities for new homes, businesses and revenues. | Head of Major Projects and Investment | | Autumn 2019 - Publish comprehensive Asset Management Plan |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|--|--|--|---|
| | 4.3.2 Use the Councils' Strategic Property Investment Fund to deliver new revenue streams and support investment projects. | Head of Major Projects and Investment | | Spring 2018 and onwards - Annual progress report September 2018 - Estates digital application December 2018 - Compliance digital application |
| 4.4 Developing and improving our core capabilities, processes and skills to ensure delivery of our ambitions across our Platforms strategy | 4.3.1 Launch a leadership & management apprenticeship offer accessible to partner agencies, within a new organisation-wide learning offer using action learning and peer to peer methods, supplemented by high quality external training and facilitation | Dir for Digital & Resources Head of Human Resources | Coastal West Sussex CCG and St Barnabas House Hospice | September 2018 - First leadership & management cohort |
| | 4.3.2 Develop our cross-functional teams by creating enabling project management and governance approaches for major projects, property investment, commercial development and service redesign, providing enabling internal support resources and using external specialists when they are needed | Director for Digital and Resources Chief Financial Officer Head of Legal Services Head of Major Projects and Investment | | September 2018 - Project management and governance framework and guidance |
| | 4.3.3 Provide high quality digital productivity tools including a smartphone refresh and Google Team Drive (with large scale file migration) | Head of Customer and Digital Services | | June 2018 - Smartphone refresh completed October 2018 - New telephony managed service provider Oct 2018 March 2019 - Full deployment of Google Team Drive |
| | 4.3.4 Deliver a centralised, comprehensive contracts register, and provide training to contract managers across the organisation, with appropriate checks and challenges and including training on driving social and environmental value from contracts | Chief Financial Officer Director Digital & Resources | | September 2018 and regular training thereafter |
| | 4.3.5 Reviewing our debt management arrangements, to ensure effective and efficient operations, and that recovery is appropriate to circumstances, sensitively handled and joined up | Director Digital & Resources Head of Revenue & Benefits Chief Financial Officer | Department of Work and Pensions, Citizens Advice Bureau/Financial Inclusion Group, Customer and Commercial Board | December 2018 |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|---|---------------------------------------|--|--|
| | 4.3.6 Ensure GDPR compliance by delivering improvements against a comprehensive action plan and using dedicated resources. Harness the opportunity provided by the new General Data Protection Regulations (GDPR), putting privacy and trust at the centre of our relationship with citizens. | Head of Customer and Digital Services | | <p>September 2018 - GDPR training to all staff by</p> <p>August/September 2018 - GDPR training to members</p> <p>August/September 2018 - Comprehensive action plan is being delivered</p> <p>July 2018 - Update report to Joint Governance Committee</p> |
| 4.5 Develop a communications service that champions the places, people, councils and projects of Adur and Worthing creatively, professionally and cost effectively | 4.4.1 Continue to develop an effective agency model, providing a sustainable and high quality strategic communication service to internally and externally clients. | Head of Communications | Heads of Service, community and public sector partners | December 2018 - next phase of agency development |
| | 4.4.2 Promote and protect the Councils' brand and reputation in all forms and in all media, and ensuring that Council is a reliable and trusted source of information to our Communities. | Head of Communications | Heads of Service, local, regional and sector press and media | Ongoing |
| | 4.4.3. Continue to develop social media as an appropriate, effective communications channel.. | Head of Communications | Heads of Service, community and public sector partners | Ongoing |

Platforms for our Places Mid-Term Refresh

| Proposed Commitment | Nature of Change | What has changed |
|---|------------------|--|
| 5.1 Promote Adur and Worthing for maximum benefits of our financial and social economies and support the creation and effective use of the other Platforms | Amended | This commitment has been amended to reflect the current activities and projects and a refreshed approach to Commitment 5.1. |
| 5.2 Leadership of emergency planning and civil contingencies | New | This new commitment has been added to reflect renewed efforts of the Councils efforts to strengthen emergency planning and civil contingencies. |
| 5.3 Develop and sustain strong personal and organisational relationships to support Platforms for our Places and the effective delivery of commitments and future activity. Ensure the necessary relationships of influence are in place | Amended | This commitment has been amended to reflect the current activities and projects and a refreshed approach to Commitment 5.2. |
| 5.4 Transition current Local Strategic Partnership approach from quarterly formal meetings of organisations to a genuine network of community leaders focussed around two conferences a year | New | The new commitment has been added to reflect a new approach to strategic partnership in Adur and Worthing, which was recently supported at the Local Strategic Partnerships Executive Board meeting in May 2018. |
| 5.5 Adur and Worthing Councils play a strong leadership role in the development of health, public health, social care and wellbeing of our communities | New | This new commitment reflects the significant efforts the Councils are now making to engage with health partners to find place-based solutions for our communities health. |
| 5.6 Promote sharing of best data, best practice and best innovation and learning across our place leaders | Amended | This is an expansion of Commitment 5.3 to reflect the range of sources of intelligence to inform the develop of our places and leading to better outcomes for our communities. |

Platforms for our Places Mid-Term Refresh

| Proposed Commitment | Nature of Change | What has changed |
|--|------------------|--|
| 5.7 Promoting representative and participative democracy in our communities | Amended | This is a revision of Commitment 5.4 and reflects the current approach to developing leadership in our places. |

Commitments Removed

| Commitment | Nature of Change | What has changed |
|---|-------------------|---|
| 5.5 Maintaining and managing the Platforms and their use | Business as Usual | The Councils 'platforms approach' has been incorporated into our strategic thinking. We will continue to look for opportunities to promote and engage staff and our partners in the development of Platforms. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|--|--|--|---|
| 5.1 Promote Adur and Worthing for maximum benefits of our financial and social economies and support the creation and effective use of the other Platforms | 5.1.1 Develop a place brand for Worthing and engage key partners to maximise uptake and use. Identify how the place brand complements other existing brands and partners. (WORTHING) | Head of Communications | Wide variety of public service partners and use of small local SMEs to develop | October 2018-roadmap to brand essence and next steps of brand development. |
| | 5.1.2 Oversee and manage the reputation of our places and seek to align messages with key partners. | Head of Communications | Variety of partners dependent upon the issue | Ongoing |
| | 5.1.3 Promote Adur and Worthing Councils and key partner activity and initiatives where it supports the development of the five Platforms or the delivery of commitments, including encouraging behavioural change to achieve outcomes desired | Head of Communications All HoS | Variety of partners dependent upon the issue | Ongoing |
| | 5.1.4 Develop networks, skills and influencing potential across our local community and voluntary sector ensuring we hear the voice of the community | Director for Communities | WSCC, Community Works, CVS organisations | Ongoing Autumn 2018 - Community Innovation Network piloted |
| 5.2 Leadership of emergency planning and civil contingencies | 5.2.1 Ensure Adur and Worthing Councils own civil contingency and emergency planning activity is well planned and resourced. Technology and training support provided to all relevant staff | Director of Digital & Resources Head of Business and Technical Services | Wide variety of Category I and Category II responders | June 2018 - IT Disaster Recovery Test (power failure in the Town Hall) October 2018 - Training to managers (senior leadership training completed) by March 2019 - Scenario training (done annually) |
| | 5.2.2 Ensure strong relationships with pan-Sussex Civil Contingencies groups, best fit of our activity with theirs, shared understanding of planning and operational imperatives etc. | Director of Digital & Resources Head of Business and Technical Services | Wide variety of Category I and Category II responders | Maintain regular coordination and planning meetings and Pan Sussex training events Include testing of mutual aid arrangements in scenario training |
| | 5.2.3 Participate in the design, development and rolling out of scenario planning and other training exercises, both in Adur and Worthing and at a pan-Sussex level to ensure good understanding of cross agency roles and responsibilities in civil contingency activity | Director of Digital & Resources Head of Business and Technical Services | Wide variety of Category I and Category II responders | Maintain regular coordination and planning meetings and Pan Sussex training events Include testing of mutual aid arrangements in scenario training |
| 5.3 Develop and sustain strong personal and organisational relationships to support Platforms for our Places and the effective delivery of commitments and future activity. Ensure the necessary relationships of influence are in place | 5.3.1 Ensure positive working relationships at a local and regional level including: <ul style="list-style-type: none"> Greater Brighton Economic Board West Sussex County Council and Districts and Boroughs Community Works, and the wider Community and Voluntary Sector Housing Partners Criminal Justice & Community Safety Partners Coast to Capital LEP Various NHS bodies | Chief Executive Directors and Elected Members Chief Executive's Policy Advisor | Significant number of partners | Senior staff and Members had a number of key relationships in formal and informal settings. From January 2019 - Annual Review of reach and quality of relationships with actions arising starting. |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|---|--|---|---|---|
| | 5.3.2 Ensure strong working relationships with a wide variety of national partners including (but not limited to): <ul style="list-style-type: none"> Central Government Local Government Association and New Local Government Network Potential funders and investment partners Social innovators who could bring value to our places | Chief Executive, Directors and Elected Members Chief Executive's Policy Advisor | A significant number of partners | July 2018 - Review and refresh September 2018 - Director of Digital & Resources to join the MHCLG digital steering group July 2018 - Join the New Local Government Network and participate in events and masterclasses helping gain learning from elsewhere |
| 5.4 Transition current Local Strategic Partnership approach from quarterly formal meetings of organisations to a genuine network of community leaders focussed around two conferences a year | 5.4.1 Develop a clearer role for the Local Partnership network that supports, creates and maintains these networks and their activity | Director for Communities All Directors | All existing LSP "conference" partners and beyond | November 2018 - Delivering two conferences per calendar year. Establish Chairs Services for LSP sub group leads Stronger information flows across the network December 2019 - Sustainability Conference |
| | 5.4.2 Continue to support the Business, Health and Wellbeing and Safer Communities' partnerships, and build the capability of the networks to develop and deliver what's needed in their themed areas | Director for Communities All Directors | All existing LSP "conference" partners and beyond | Summer 2018 - Social Innovation network to be piloted by |
| | 5.4.3 Support the Community, Voluntary and Social Enterprise Sector to become leaders of and participants in a stronger social innovation agenda | Director for Communities All Directors | All existing LSP "conference" partners and beyond | Autumn 2018 - Community Innovation network piloted Waves Ahead Conference planning to be inclusive of wider networks |
| 5.5 Adur and Worthing Councils play a strong leadership role in the development of health, public health, social care and wellbeing of our communities | 5.5.1 Elected Members remain involved with the development of the Health & Social Care agenda as it develops in Adur and Worthing | Director for Communities, Chief Executive, Leaders, Cabinet Members and JOCS Members | Wide variety of NHS/WSCC/ CVS partners | Ongoing |
| | 5.5.2 Adur and Worthing Councils continue to encourage shared leadership across sectors on common agendas through secondments, conferencing, involvement in working parties and design thinking | Director for Communities Director for Digital & Resources | Wide variety of NHS/WSCC/ CVS partners | September 2018 - Review of shared and systems leadership approaches June 2018 - Director for Digital & Resources speaking at Connected Britain July 2018 - "Enhancing Housing Services 2018" October 2018 - Local Gov Strategy Forum |
| | 5.5.3 Ensure Adur & Worthing Councils play a role in shaping the future of NHS provision, either via an Accountable Care Partnership, the Sustainability and Transformation Plans and through locality based Community Health Solutions | Chief Executive and Director for Communities | Wide variety of NHS/WSCC/ CVS partners | |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|--|--|---|---|
| | 5.5.4 Develop and sign off the 'Wellspring' pilot bringing NHS, County Council and Adur & Worthing Councils together to focus significant public health issues. | Director for Communities | Wide variety of NHS/WSCC/ CVS partners | September 2018 - Initial project commencing |
| | 5.5.5 Continue to participate at the West Sussex Health & Wellbeing Board and ensure the views of our Councils are heard in the Strategic Commissioning Agenda. | Chief Executive | Wide variety of NHS/WSCC/ CVS partners | Ongoing |
| | 5.5.6 Ensure that our Health & Wellbeing partnership has a strong strategic approach and is well linked into the Wellbeing & Resilience activity across West Sussex | Director for Communities (Executive Members) | Head of Wellbeing Wide variety of NHS/WSCC/ CVS partners | September 2018 - Health & Wellbeing Partnership Workshop to further develop Activities Strategy |
| | 5.5.7 Unblock health care issues and support innovation where we can using our land or resources. (e.g. Worthing Town Hall car park Multi-Disciplinary Health Hub and Shoreham Pond Road) | Director for the Economy and Director for Communities | Wide variety of NHS/WSCC/ CVS partners | Ongoing |
| 5.6 Promote sharing of best data, best practice and best innovation and learning across our place leaders | 5.6.1 Continue to grow our Systems Leadership capacity (working with LGA and a variety of local partners) using the evaluation of the success of our first two tranches of work. Identify and share learning as well as how SL approaches can be disseminated across new networks (e.g. the Local Community Networks within the NHS) | Director for Communities | NHS and wide range of LSP and CVS partners | October 2018 - Review of Systems Leadership activity by |
| | 5.6.2 Work with WSCC to agree "top 10" collaboration issues, drawn from the West Sussex Plan and our Platforms for our Places commitments. These to be worked up into a "Place Agreement" and be the subject of focussed collaborative work over the longer term | Chief Executive All Directors | WSCC | By September 2018 |
| | 5.6.3 Continue to champion the design and delivery of a range of impactful social innovation projects and ideas. Such as: <ul style="list-style-type: none"> • Social Prescribing, ("Going Local"); • Supporting our Young People to Thrive; • 'Growing Communities' in partnership with TCV promoting holistic prevention and community engagement and Ensure that learning gained these projects are shared across key public service, voluntary and other partners | Director for Communities | Wide range (especially CVSE) including LSP | Autumn 2018 - Formal review of named social innovation projects Going Local digital application rolling out to two further sites in Chichester and Arun July 2018. |
| | 5.6.4 Continue to grow our SameRoom service design offer to provide specialist facilitation, user research and digital design support to system level change projects | Director for Digital & Resources | NHS and wide range of LSP and CVS partners | October 2018 - SameRoom brand and blog |
| | 5.6.5 Create a new form of modern public service apprenticeship (managerial level) working to incorporate a range of our new capabilities to create a new locally based offer for levy paying public service employers and beyond (see 4.3.1 also) | Director for Digital & Resources | Chichester College Coastal West Sussex CCG St Barnabas House Potentially all significant public service employers (and beyond) | July 2018 - First cohort commencing |

| Commitment | Activities & Projects | Lead Responsibility | Partner Involvement | Timescales/Milestones |
|--|--|--|---|--|
| | 5.6.6 Continue to develop the use of our digital platform to join up front line service delivery, particularly to further develop the Going Local and Service Directory apps, within Adur & Worthing and beyond | Director for Digital & Resources | WSCC, NHS | July 2018- Going Local digital application rolling out to two further sites in Chichester and Arun. |
| | 5.6.7 Sign the Ministry for Housing, Communities and Local Government Local Digital Declaration and for the Director of Digital & Resources to join the national steering group | Director for Digital & Resources | Ministry for Housing, Communities and Local Government Other local authorities | July 2018 - Declaration signed September 2018 - Steering Group launched |
| | 5.6.8 Develop open data and “API” (machine readable data publishing) strategies with Ministry for Housing, Communities and Local Government and Open Data Institute. Launch the WSCC community insight tool. | Director for Digital & Resources | WSCC, Ministry for Housing, Communities and Local Government, Open Data Institute | September 2018 - Launch Community Insight tool March 2019 - Develop open data standards approach and “API” strategy with Ministry for Housing, Communities and Local Government and Open Data Institute March 2019 - First real-time data publishing |
| 5.7 Promoting representative and participative democracy in our communities | 5.7.1 Ensure all elected Members in Adur and Worthing have the opportunity to access development activity, critical information and are well inducted into their roles to make informed decisions and carry out their role as leader in their Places. | Director for Communities | N/A | June 2018 |
| | 5.7.2 Design and deliver programmes specifically geared to developing the capacity of the Community, Voluntary and Social Enterprise sector to develop skills, confidence and networks on social innovation, responding to commissioning opportunities and moving to scale with social finance | Director for Communities | Community Works and all CVSE partners | Summer 2018 - Social Innovation network pilot |
| | 5.7.3 Where the inevitable contested issues arise (or lead to active conflict) the Leaders of Place will facilitate resolution/determination of issues and attempt to maintain the quality and integrity of the underlying community relationships (and the platforms themselves) | All Leaders of Place (primarily via institutional and democratic leadership) | Potentially any partner depending upon the issue | As and when required |