



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
9 January 2018
Agenda Item 5

Key Decision [~~Yes~~/No]

Ward(s) Affected: All

Delivering Platforms for our Places: Progress Report June - December 2017

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1 This is the second 6 monthly report on the Councils' Implementation of *Platforms for our Places*, and (along with the Progress Report at Attachment A) provides Joint Strategic Committee with the progress made and challenges experienced during the period June - December 2017.
- 1.2 There continues to be real progress on many of the commitments made by the Councils. A number are now complete, many in progress and only one showing "red" (or stuck).
- 1.3 The report also provides the opportunity for JSC to report to Full Council (and Overview & Scrutiny on 22nd March 2018) on progress

2. Recommendations

- 2.1 Note the progress made and challenges experienced during the implementation of *Platforms for our Places* over the period June - December 2017.
- 2.2 Request a further report in July 2018 outlining the progress for the period January - December 2018.
- 2.3 Request that the report in July 2018 includes a review of the commitments identified in *Platforms for our Places* and that in the light of completion of a number of these commitments, appropriate additional

commitments are added in consultation with relevant Executive Members against each of the Platforms.

2.4 Agree to refer this report to Joint Overview and Security Committee for its 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 reports on a six-monthly basis on the progress being made on the commitments set out in *Platforms for our Places*.

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

each platform is underpinned by a series of commitments

3.4 The July 2017 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 The July 2017 report to Joint Strategic Committee was also considered by Joint Overview and Scrutiny Committee (JOSC). JOSC commented that the analysis by platform was helpful and asked for more detail in future on any "red" commitments.

3.6 For the purposes of tracking the commitments 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

An overview of our progress

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. The progress report also provides an overview of the current status of Platform commitments. Overall, of the 135 commitments 14 are completed, 69 “green”, 48 “amber” 1 “red” and 3 “grey”.

4.2 Amongst 135 commitments there is some particularly notable progress to report over the last 6 months. The Committee will note that there has been significant progress on prominent commitments including:

4.2.1 Our Financial Economies

- Adoption of an Adur & Worthing Economic Strategy
- Progress on the demolition of Teville Gate car park and the substantive re-development of “Station Square”
- Adoption of the Adur Local Plan after several years of work
- Creation of seafront and public realm opportunities for Worthing Town Centre
- Beginning the procurement of ultrafast dark fibre connectivity across West Sussex

4.2.2 Our Social Economies

- Developing new Housing & Homelessness Strategies.
- Creation of a strong and highly regarded community and voluntary sector infrastructure offer via Community Works

- Supporting our communities, in particular working with partners and residents to identified actions to support young people and mental health and homelessness.

4.2.3 Stewarding our Natural Resources

- Building strong networks internally and externally to promote sustainability, and community involvement and ownership.
- Development of sustainability principles and provision of training to staff in their use.
- Significant community involvement in the work to restore Brooklands Lake and surrounding park land.
- Promoting the low carbon economy through the installation of solar panels at Portland House, and the on-going installation of electric vehicle charging points.

4.2.4 Service & Solutions for our Places

- A number of service improvement projects, such as the on-boarding of Adur Revenue and Benefits, with the objective of improving customer experience and services.
- Re-designing our Human Resource Policies, and engaging staff to improve the capacity and engagement of one of our key resources - our staff.

4.2.5 Leadership of our Places

- Developing the Leaders of our Places, including elected members, business owners, and the community and voluntary sector. Our systems leadership learning module is being used by local NHS partners in developing locality based health teams.
- Developing elected members to meet the challenges and opportunities as 21st Century elected representatives.
- Adur and Worthing seen as valued and influential partners by West Sussex County Council, Greater Brighton, our NHS Clinical Commissioning Group and a range of business and community and voluntary sector leaders.

Moving towards the halfway point in Platforms for our Places

4.3 In summer 2018 we will reach 18 months into the 3 year programme. Quarter one of the next financial year will provide an opportunity to review all commitments to determine progress and continued relevance. Where significant numbers have been completed the opportunity arises to add any new emerging opportunities that support each platform. This will be undertaken by officers in partnership with relevant Executive Members and be reported for decision to JSC and the Councils.

'At Risk' Commitments

4.4 In response to JOSC's specific request that Joint Strategic Committee should note any "red" commitments there is only one such commitment as at December 2017. This is a reduction from seven in the report the Joint Strategic Committee considered in July 2017.

4.5 The "red" commitment relates the development of the Stagecoach site in Worthing (1.6.15). Whilst discussions with key land owning Stakeholders are on-going, at the date of reporting, there is insufficient progress to record this as anything other than "red".

5. Engagement and Communication

5.1 As outlined in the Progress Report engagement with our communities and partners is critical to realise objectives and deliver the commitments outlined in *Platforms for our Places*. It remains an important area of focus for Officers as we move into the first half of 2018.

6. Financial Implications

6.1 There are no specific financial implications to this report. Individual 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 has been undertaken in parallel with *Platforms for our Places*.

7. Legal Implications

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

Background Papers

- *Platforms for our Places* (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 [Joint Strategic Report - 11 July 2017 (Item 5)]
- "Platforms for our Places" - Unlocking the power of people, communities and our local geographies [Joint Strategic Committee Report - 6 December 2016 (Item 6)]

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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 are providing a 'safety net' for vulnerable members of our communities.

2.2 Equality Issues

- 2.2.1 Through *Platforms for our Places* objectives is to build the capacity of our communities and engage with them to find solutions that and ensure our services are designed to respond 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 promote our communities as safe places (2.6). 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

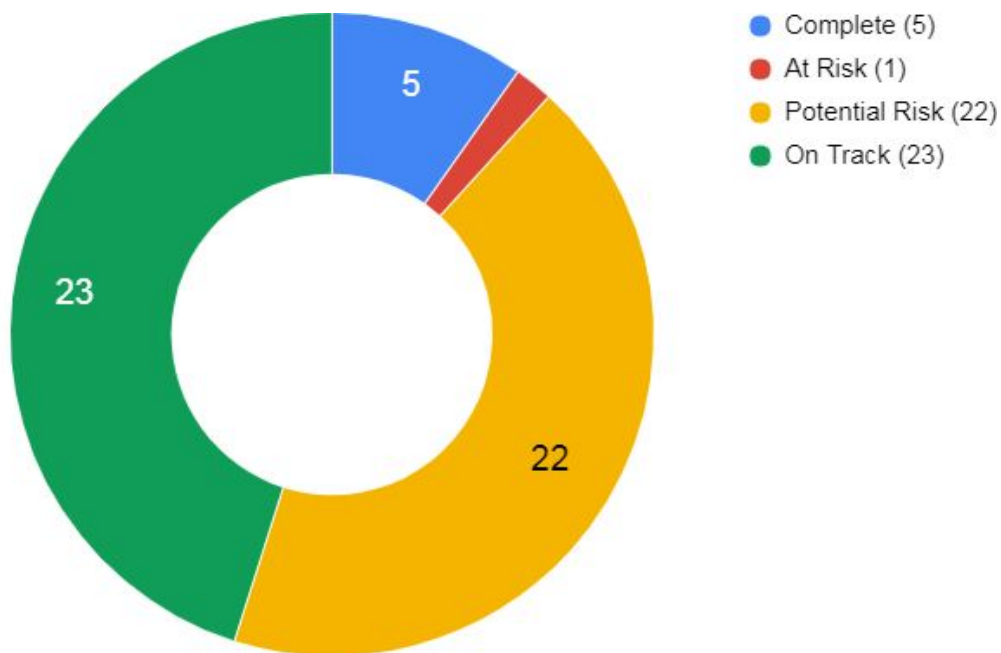
- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platforms for our Places*.

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 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.
- 4.3 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

- Major achievements over the past six months include the adoption of the Adur Local Plan and good progress on the preparation of a new Local Plan for Worthing. The Economic Strategy for Adur and Worthing has been adopted. A partnership approach with West Sussex County Council has identified a series of worked up proposals for public realm improvements

in Worthing and the new Seafront Strategy. The New Monks Farm planning application has been submitted; and planning permission secured for a new office development on the former Adur Civic Centre car park. The demolition of Teville Gate car park has commenced.

Platform Highlights

- Investing in our digital future:** Adur & Worthing have successfully led the Gigabit West Sussex project which has secured £4.66 million investment from the Department for Digital, Culture, Media and Sport Local Full Fibre Network Fund. Procurement has started and contract award is expected in April 2018.
- Enabling our creative economy to thrive:** We are seeing a positive response to our programmes at Worthing Theatres and Worthing Museum and Gallery, with a 11 per cent increase in ticket sales for the theatre and a 5 per cent increase in footfall at the Museum. We have facilitated the development of an Adur Coastal Community Team (CCT) and cultural economy plan following receipt of a £10,000 grant, bringing together a range of business and community partners.
- Working towards an enhanced Worthing Townscape:** The Worthing Seafront Investment Strategy. We have developed a strong partnership with West Sussex County Council to prepare a series of detailed, costed public realm improvements.
- Planning for Adur's Future:** After six years of work the Adur Local Plan has been adopted; guiding development in Adur over the next

OUR FINANCIAL ECONOMIES



fifteen years. During inspection the draft Plan was commended for its balanced approach in meeting the need for new development and protecting the environment. The Joint Area Action Plan for Shoreham Harbour has been adopted.

5. **People, Prosperity and Place:** A strong evidence base was used to identify emerging trends and opportunities for the future economic development outlined in the Adur & Worthing Economic Strategy 2018-2023. The strategy is supported by our businesses and focuses on key themes that fit with the Government's Industrial Strategy.

Challenges :

1. **Securing the redevelopment of major projects:** Finding innovative ways to unlock sites owned by third parties where original acquisition prices create real viability challenges.
2. **Bringing forward sites with viability and infrastructure challenges.** At times the Councils and landowners also are unable to overcome viability issues and additional support is required.

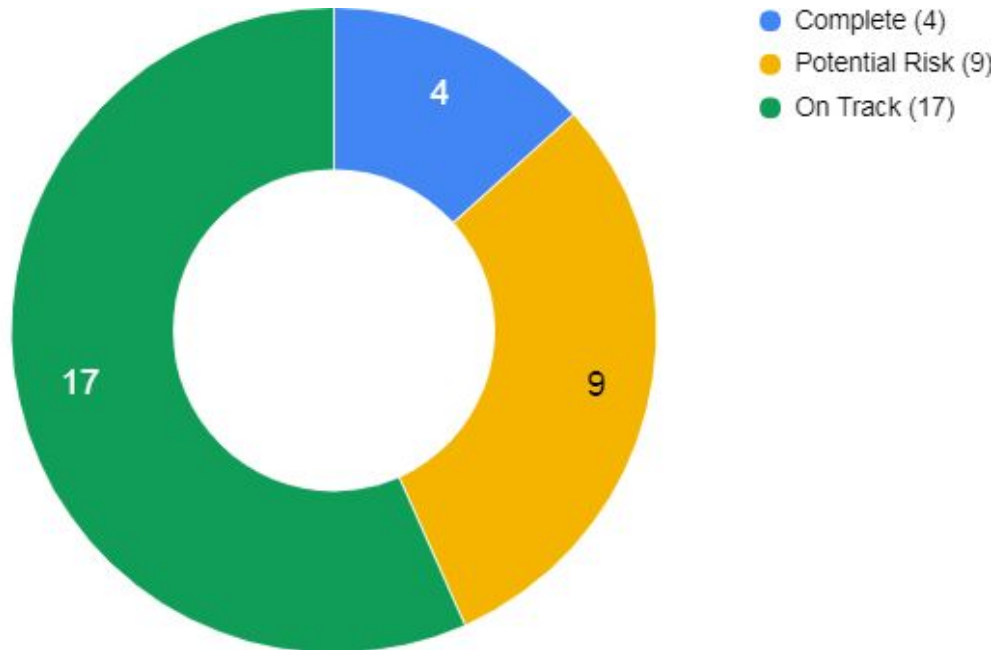
Future Focuses

1. **Preparing for our digital future:** Developing further place-based digital programmes, including public wifi, exploring the potential for a 5G test bed in Worthing town centre, exploring the expansion of Colonnade House as a digital hub, and further initiatives around digital tourism and the digital high street.

2. **Worthing Museum Redevelopment:** Continue to advance the **Museum redevelopment**, turning an existing concept into a clear action plan. The proposed scheme celebrates the quality collections and the beautiful architecture of the building.
3. **Demolition of Teville Gate:** Agreeing terms for the demolition of Teville Gate MSCP and adjoining buildings. The proactive decision by the Council to demolish Teville Gate car park is the culmination of significant work by Project Managers and Legal Officers to expedite development using funds advanced by the Coast to Capital LEP.
4. **Having secured planning permission for new commercial Offices at the Civic Centre site (north of Ham Road) in Shoreham ...** the challenge now will be to manage the build programme to schedule and budget.

The Red commitment : relates to bringing forward of a redevelopment scheme for the StageCoach site on Worthing seafront where uncertainty regarding value of the existing site is delaying relocation discussions.

Commitment Tracker



- Our Community Engagement work now spans Wellbeing, Environment, Waste and Housing teams, reducing duplication and focussing on important messages such as recycling, improving community resilience and building innovative ways of engagement such as through the recently launched ‘Growing Communities’ project with external community partner The Conservation Volunteers.
- Supporting our Communities to live well remains a key focus and strategically we are working closely with health partners and WSCC to drive forward integrated work around young people and mental health, reducing social isolation and preventing homelessness.

Platform Highlights

1. **Safeguarding with the taxi industry:** 460 taxi drivers have now completed Child Sexual Exploitation Training, the remaining 46 are due to attend by early 2018.
2. **Freeing-up Primary Health through community-based solutions:** “Going Local”, the social prescribing programme, has now completed its first year having supported over 600 clients.
3. **Improving Housing and Homelessness Services:** Two ‘SameRoom’ projects are underway in Housing. The first, to improve responsive repairs for Adur Homes residents, is in full flight, with trials of a new digital tool taking place in December 2017. Outcomes to date - urgent and emergency repairs response times are now at 98%. The ‘Preventing Homelessness’ project kicked off in September 2017 and has

Overview

- In the last six months we have completed several housing related commitments under our new Housing Strategy, including revised policies for Temporary Accommodation and how we use our Disabled Facilities Grants, as well as agreeing a co-designed and widely owned Community Homelessness Strategy.

welcomed participants from agencies including DWP, WSCC, charities and local housing providers to be part of a system wide project to identify and support vulnerable individuals and families as early as we can.

4. **Supporting our Community and Voluntary Sector:** Between July and October, Community Works provided support to 182 unique community organisations across A&W in areas such as governance & fundraising, including targeted support with organisations in some of our priority areas. CW more than doubled their A&W membership base in these three months and have continued to push their involvement in wider integration agendas, particularly supporting the development of the NHS Local Community Networks in A&W.

Challenges

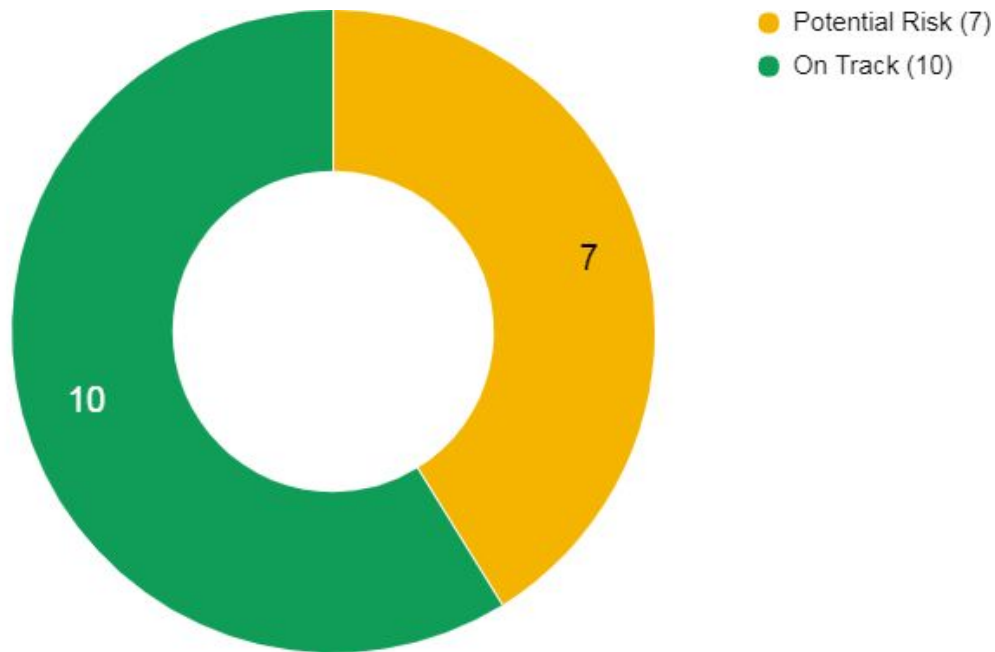
1. **Temporary Accommodation:** Securing sufficient suitable Temporary Accommodation (TA) continues to be a significant challenge which may be exacerbated by the implementation of the Homelessness Reduction Act from April 2018. The full roll out of Universal Credit (now delayed to July 2017 for Worthing) may also place additional burdens on families and individuals and increase the risk of homelessness. Certain changes to how the benefit is administered and to whom have recently been announced.
2. **Responding to complex needs:** Working with complexity is nothing new, however there is a trend of increasing complexity amongst those

we are supporting within the Communities Directorate, whether this is through housing, wellbeing, community safety, “Going Local” or other projects. Ensuring that we are working in partnership internally and externally is one of the key ways of ensuring we identify and work effectively to support those with the highest needs.

Future Focus

1. **New Approaches to Health and Wellbeing:** Developing our approaches to supporting Health and Wellbeing by linking our strategic planning, to integrated ways of working with other agencies - areas we will focus on include our:
 - a. Public Health Strategy;
 - b. Air Quality Strategy
 - c. County Wide - Wellbeing and Resilience strategy
 - d. Activity and Sports and Leisure Strategies (people and places)
 - e. Community Assets Strategy
2. **Responding to national reforms to welfare and homelessness prevention:** Welfare Reform and Preventing Homelessness - Continuing our multi agency focus is essential if we are to identify and supporting the most vulnerable.
3. **Addressing housing needs:** Increasing our portfolio of temporary accommodation and working with partners on longer term strategies to increase the supply of affordable homes in Adur & Worthing, including the development of HRA land in 2018.

Commitment Tracker



Overview

- We have successfully produced “Ways of Living” principles with a training programme for staff. Network groups internally and externally now run, and solar panels have been delivered at Portland House. Eight electric vehicle charging points are being installed imminently, and

energy use is being analysed at a building by building level to determine how best to reduce usage and cost.

- Our Environment and Waste teams have continued to engage our whole community and specific groups in projects and programmes that support our natural environment and ensures that we sustain our places for generations to come. This ranges from developing active community groups on specific projects to encouraging the whole of our communities to reduce waste and recycle.

Platform Highlights

1. **Council fleet innovation:** HiyaCar, the “Airbnb for business car travel” has been launched.
2. **Managing our urban forest:** We have surveyed 3,200 trees across Adur and Worthing, with particular attention on high profile parks, open spaces and Adur Homes Land.
3. **Brooklands Lake:** Dredging has started in Brooklands Lake and the ‘Friends of Brooklands Park’ group is now well established and is supported by Parks and Conservation Volunteers to be a powerful stakeholder in the park’s future.
4. **Developing the role of our Communities:** The Growing Communities Project was launched by The Conservation Volunteers (TCV) following successful £660,000 funding bid from the Big Lottery for the project across Adur & Worthing for the next three years

5. **Educating our Communities about waste:** Our Waste teams have begun a project in Findon Valley to improve information and communication to support waste management and reduction.
6. **Improving waste services.** A new digital process for managing the clinical waste process has been successfully implemented that will in time help provide similar benefits to our customers as enjoyed by those requesting green bins.
7. **Enhancing our natural heritage:** Successfully awarded £98,000 from the Heritage Lottery Fund to develop community engagement at our flagship garden Highdown. This we hope is a precursor to a larger bid to HLF in 2018.

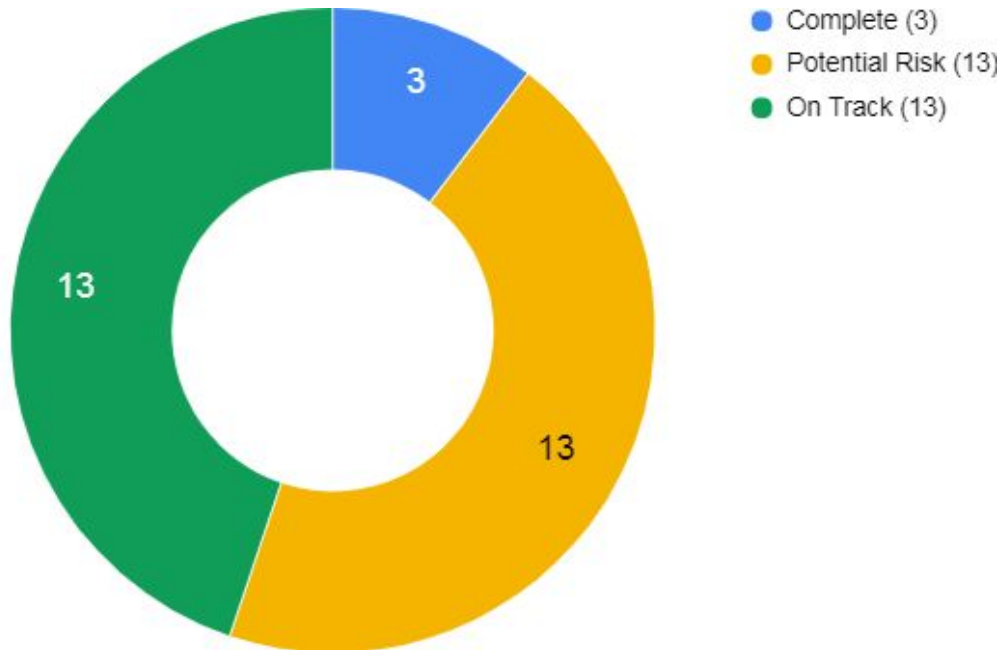
Challenges

1. **Cemeteries capacity:** Durrington Cemetery is nearing capacity. We are working closely with the Environment Agency and others to move forward on extending this in 2018.
2. **Engaging our communities:** Engaging effectively with all of our residents in a cultural shift to reducing waste and increasing recycling. A cross directorate Community Engagement Group has been formed with the aim of increasing recycling rates and projects are planned in partnership with local communities to try to address this issue.

Future Focuses

1. **Sustainable Transport:** Sustainable travel strategy development, including cycling and walking.
2. **Energy management:** Creating invest to save models for improved energy use in our buildings.
3. **Renewable energy:** Solar panels at the Shoreham Centre.
4. **Electric Vehicles:** Eight electric vehicle charging points being installed early 2018, and extending the electric vehicle charging point network
5. **Service changes:** Bringing our Waste, Recycling, Environment, Foreshore and Bereavement Services under one new team - Environmental Services.
6. **Empowering our community:** Continued development of community action to reduce waste, increase recycling and improve environmental outcomes for all.

Commitment Tracker



- Internal and external communications have been vastly improved, and our “Let’s Talk” and “Get Involved” staff engagement programmes have been successful. Our attempts to drive further commercial income is progressing well and is forecast to deliver £828,000 (against a £600,000 target in 2018/19).

Overview

- The last six months have seen some key projects being successfully delivered, including Adur Revenues & Benefits on-boarding, housing triage and housing register digital self-service, a significant HR policy review and a professional services framework created for property & construction.

Platform Highlights

1. **Innovation in Service Design:** “SameRoom” is now established as our change methodology using accredited customer service design principles. This is effectively helping services undergo deeper transformations by involving customers and frontline staff.
2. **Developing commercial opportunities:** Commercial income has over-delivered in each year against target and is forecast to deliver £828,000 in 2018/19. A ‘health check’ on our commercial income is underway to help explore new opportunities and identify any risks.
3. **Improving services with our digital platform:** Our digital platform strategy is proving effective, with same day response times in waste, online housing triage and a new digital housing repairs service ready for launch.
4. **Moderising our HR Policies:** HR policies & practices have been modernised, and the learning & development programme has been re-designed.

5. **Building capacity for capital projects:** A new professional services framework is helping create capacity for delivering property & construction projects and “unblock the pipeline” that was creating some delays in delivering the Capital Programme.

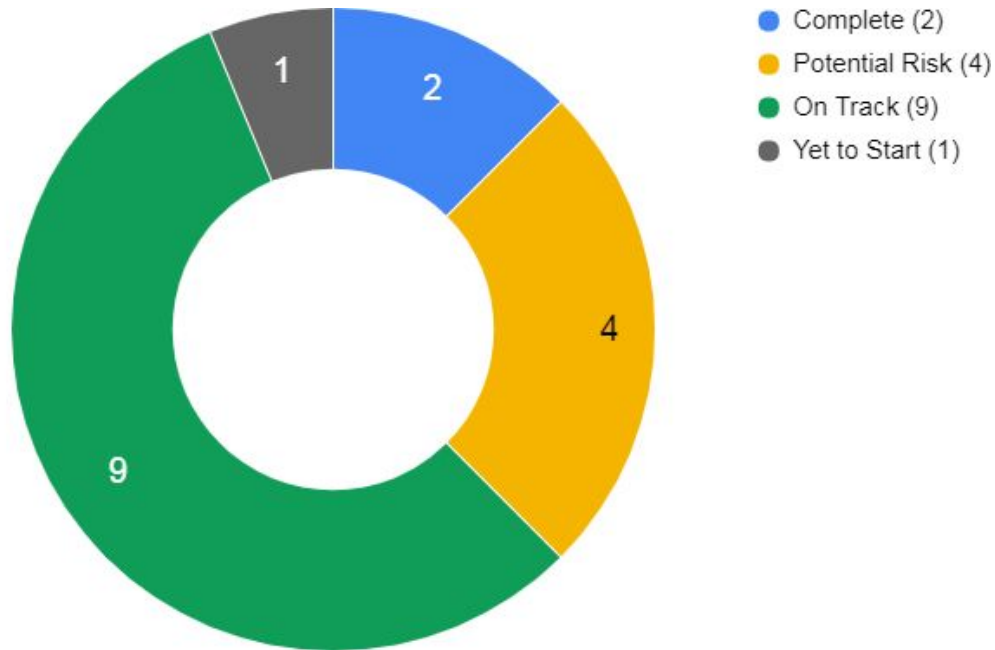
Challenges

1. **Responding to change in Revenue & Benefits:** After a successful process to on-board Adur Revenues & Benefits, the challenges for 2018/19 are to support the introduction of Universal Credit and to undertake service redesign and digital transformation.
2. **Prioritising service transformation:** With a significant programme of transformation ahead, resourcing for project management and digital development is a challenge and will require careful prioritisation.
3. **Telephony:** Our telephony contract is up for renewal and we need to replace the technology which has not kept up with industry advances.
4. **Property Portfolio:** The Councils’ commercial property portfolio is performing well and expected to deliver above-target growth in 2017/18. However we have not had the capacity to develop our strategic management of the portfolio. This will be addressed with the recent appointment of an Asset Portfolio Manager.

Future Focuses

1. **Improving Service Planning:** Earlier development of service plans (Business Plans) which have a greater emphasis on customer/community/commercial outcomes rather than ‘savings’.
2. **Building our commercial capacity:** Developing our commercial operations including sales and marketing, along with approaches to help identify and support new ideas.
3. **Communicating our financial position:** Improving how we describe and present our medium term financial strategy, building further understanding of our key strategic initiatives.
4. **Developing capacity for service changes:** Developing “SameRoom” further, forging close links with organisational development to ensure managers and staff are able to drive change themselves and sustainably.
5. **Developing our managers and leaders across the organisation:** Developing our leadership and management apprenticeship, and other courses and forums to build future skills and drive collaboration.
6. **Taking advantage of digital innovations:** Ensuring our technology strategy is continually refreshed, with trials in voice controlled digital self service, real-time open data and Internet of Things.
7. **Reviewing customer services commitments** in light of strategic work planned for early 2018

Commitment Tracker



Overview

- Developing the Councils' relationship with our partners remains a central element in realising our objectives. We are facilitating the development of our place leaders and providing opportunities to share their expertise. We need to review how we can continue to share

information to provide positive outcomes for our clients and our communities.

- Providing opportunities for our elected members to develop their skills has been and will be a focus. Elected members have had the opportunity to take part in safeguarding training and a new programme lead by the LGA to recognise the changing role of elected Councillors in the 21st Century. We will build on this work with a new induction programme for elected members following the 2018 local elections.

Platform Highlights

1. **Developing the Leaders in our Place:** The Councils have delivered a range of activities to provide learning and upskill our communities on a diverse range of topics - safeguarding training for elected members and taxi drivers, developing leadership within our community and our elected members, and facilitating the sharing of best practice among businesses.
2. **Improving the Understanding of our Places:** The Councils have developed Communities and Wellbeing Evidence and Intelligence Framework and Economic databanks and economic profiles. The Intelligence Framework has informed the priorities for the Community Safety Partnership, while the economic databanks and profiles formed the evidence base for the Economic Strategy.
3. **Engaging with the City Region:** Adur District and Worthing Borough Council continue to actively participate in the Greater

Brighton Economic Board. At the Greater Brighton Cherette (28-29 Sept) the Councils' membership of the Economic Board provided an opportunity to promote Adur and Worthing across the City Region and to representatives from DCLG and DCMS.

4. **Developing shared leadership:** Through the secondment of senior members of staff to the NHS, we are able to bring our skills and capacity to bear for the benefit of Adur and Worthing and the Coastal West Sussex Region. In turn, these staff are able to bring the insights in improving health and wellbeing, and organisational development back to the Councils.

Challenges

1. **Information Sharing:** The Councils need to share information with place partners to effectively support our residents and deliver positive outcomes. The Councils have identified the need to update these information sharing arrangements continue to support clients and our communities more generally.

Future Focuses

1. **Development of New Member Induction Programme:** Officers are currently developing an induction programme to be ready for the new cohort of elected members following the local elections on May 18.
2. **Developing our data intelligence:** Developing our data analysis capability to improve improvement and monitoring, as well as

demonstrating live and real-time service performance reporting on our website.

3. **Strengthening partnership and engagement:** we will continue to develop relationships with local and sub-regional partners to address common issues, and enhance our strategic approach to engaging stakeholders and partners through the development of key principles.
4. **Developing our Place Identity:** Working with partners to improve how we position our places to attract investment and visitors to our local places and the City Region.

Yet to Start

1. The 'grey' commitment relates to 5.3.2. "Develop Adur and Worthing Councils digital platform capabilities to publish our data in automated ways, encouraging use of the data by businesses and communities through engagement events".

As more data is collected on our platforms over the next 12 months the Councils will develop ways that "opens" some key data sets to enable citizens to see it and use it to create social value.