



# ADUR & WORTHING COUNCILS

Joint Strategic Committee  
31 January 2019  
Agenda Item 5

Key Decision: No

Ward(s) Affected: All

## **Platforms for our Places Progress Report (July to December 2018)**

### **Report by the Chief Executive**

#### **Executive Summary**

##### **1. Purpose**

- 1.1 To provide Joint Strategic Committee an update on the Councils' progress in delivering the ambitions and commitments set out in *Platforms for our Places* for the period July to December 2018, and highlight areas of strategic importance.
- 1.2 All of the commitments adopted by both Councils originally in January 2017 (and then refreshed in July 2018) are progressing. One is complete, 72% of activities are on track (green) and 27% are at potential risk (amber).
- 1.3 The report provides the opportunity for JSC to report to both Full Councils and Joint Overview & Scrutiny Committee on progress.

##### **2. Recommendations**

- 2.1 Note the progress made and challenges experienced in the implementation of *Platforms for our Places* over the period July to December 2018.
- 2.2 Request a further update report in July 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 & Worthing Councils adopted “*Platforms for our Places*” as the Councils’ direction of travel for the next 3 years. In July 2018 (18 months into that programme) both Councils adopted a revised set of commitments and activities to reflect the progress that had been made and the issues that had emerged over the first half of the programme.

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 five essential platforms upon which our communities can build happy, healthy, prosperous and connected places.

3.3 *Platforms for our Places* identifies five platforms underpinned by a series of commitments 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

Platform	Commitments	Activities and Projects
<b>Our Financial Economies</b>	11	46
<b>Our Social Economies</b>	8	31
<b>Stewarding our Natural Resources</b>	7	21
<b>Services and Solutions</b>	5	18
<b>Leadership of our Places</b>	7	30
<b>Total</b>	<b>38</b>	<b>146</b>

**Table 3.1: Five Platforms and associated commitments, activities and projects**

3.4 Progress reporting draws on the progress of the 146 projects and activities and the Councils broader activities to provide a snapshot of how the Councils are contributing to the development of the five identified platforms. Table 3.2 outlines how the status of projects and activities are determined.

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

**Table 3.2 Status indicators and definitions**

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.

#### **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 in pie chart form. The table below seeks to set out in numerical form progress against each of the Platforms. It is perhaps worth remembering that this is not an exact science but a reasonably objective analysis of how a wide variety of projects and activities are progressing. It is always possible to have debate about “how green” or “how amber” any particular project is but as an overall assessment gives a reasonably robust view of our progress.

Platform	On Track	Potential Risk	Complete
Our Financial Economies	23 (50%)	22 (48%)	1 (2%)
Our Social Economies	24 (77%)	7 (23%)	
Stewarding our Natural Resources	17 (81%)	4 (19%)	
Services and Solutions	14 (78%)	4 (22%)	
Leadership of our Places	27 (90%)	3 (10%)	
<b>Total</b>	<b>105 (72%)</b>	<b>40 (27%)</b>	<b>1 (0.01%)</b>

**Table 4.1: Status of Commitments by Platform**

4.2 It is also perhaps worth remembering that these 140 or so commitments are not “everything we do”, far from it. 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 increase in need, without a consequent increase in supply of resource either in terms of finance or assets (e.g. new housing).

4.3 It is not intended in this covering report to comment on each and every issue flagged in Attachment A. There are, however, certain strategic themes that can be drawn from the past 6 months that are probably worthy of drawing to the attention of the Committee. These are:-

**4.4 Housing (supply and demand):-**

4.4.1 The lack of balance between the supply and demand sides of housing need is well known (particularly in the South East of England). This macro-economic position requires the Councils to engage with partners to support development of new housing, provide social, emergency and temporary accommodation and support those who are experiencing homelessness including rough sleepers. Critically preventing people losing secure accommodation (i.e. preventing homelessness) is vital

work to prevent the fracturing of families and communities and to reduce financial burden on council tax payers.

- 4.4.2 In the six month period our planning committees have considered a number of planning applications seeking to develop new homes. Over 1,000 new homes have been approved at New Monks Farm and Free Wharf in Adur. We are seeing progress tangibly being made on the Bayside development on Worthing seafront and have a strong partnership in place with London & Continental Railways to develop Union Place. We anticipate an imminent planning application at Teville Gate in Worthing and a range of preparatory work is underway in order to bring the old Adur Civic Centre site to market and create a viable and investable proposition for the Grafton car park site. In areas such as ours (where the availability of new developable land is so constrained) each and every planning application is important, particularly so where they generate a sizable number of new homes.
- 4.4.3 We continue to make progress on maintaining and developing Adur Homes stock. We launched an Adur Homes digital repairs tool to allow self reporting. The initial roll out has been well received and (as with any digital tool) we continue to seek to develop and improve the offer. We are working to dovetail our capital maintenance programme with our wider development ambitions for Adur Homes. Adur Members will be aware of the planning approval of 44 homes at Albion Street (including 15 new homes for the Adur Housing Revenue Account). We anticipate demolition and build work will begin early in 2019 and progress continues on developing Cecil Norris House.
- 4.4.4 Over the six month period we have continued to see an increase in those reporting as homeless. If people in difficulty come to our attention early enough we pro-actively work to prevent them becoming homeless. Our staff positively prevented homelessness in more than 90 of those cases presenting over the last six months. That being said our need for Emergency Accommodation (EA) remains, though encouragingly the rate at which we are now placing people in EA has stabilised as our preventative work takes effect. It is more cost effective (and less socially damaging) for us to secure suitable EA by arranging leases and purchasing property either in or close to Adur and Worthing and several recent acquisitions have helped grow our supply of EA.
- 4.4.5 Worthing Borough Council was successful in bidding for more than £340,000 to support rough sleepers across our communities for a

project until the spring of 2020. Our 18/19 rough sleepers street actual count was 11 in Worthing (down from 19 in 2017). The estimated number of rough sleepers in the town is more likely to be 23 (compared to 34 last year). Whilst a reduction is welcome we recognise rough sleeping remains a concern and obvious presences within Worthing Town Centre are of particular concern to business. We continue to work hard and collaboratively with a range of partners to provide the solutions we can and where possible reduce the challenge and tensions that can be created.

#### 4.5 **Our town centres:-**

4.5.1 Members will be aware that the last six months have seen significant challenges for Britain's high streets. What has been described as a “toxic mix” of consumers being financially stretched, heavy discounting and online retailers having cheaper business models than those with presence on the high street, are all beginning to take effect. This will be a particular focus of attention over the medium term, particularly so if macro-economic indicators start to turn the wrong way. In both Adur and Worthing the Councils are determined to work hard with a range of partners to ensure vibrant economic and social hubs are maintained and developed.

4.5.2 In Adur our markets go from strength to strength, receiving exceptional feedback from general public, traders and business partners. Heavy online promotion has helped to encourage footfall. The Councils have supported a number of events in the District, having sought to bring people into the centre of our towns for a range of cultural activities.

4.5.3 In Worthing we are seeing progress on the development of major sites in the town centre and are using the key plays of development of a strong cultural offer, an enhanced and improved public realm and seafront, a smarter use of parking assets, new visitor attractions and where appropriate support new housing developments in unviable ex-retail accommodation.

#### 4.6 **Sustainable stewardship of our natural resources:-**

4.6.1 When both Councils refreshed the Commitments in July 2018 this provided an opportunity to considerably develop the next stage in Platform 3 (Stewarding our Natural Resources). Over the subsequent six month period the Councils have stepped up our leadership role in

this area. Having created and agreed a sustainability framework there are a strong raft of activities and projects in place or underway shortly (many of which are community based). What is encouraging is that in many areas our communities are happy to lead and the role that we take then becomes a genuinely supporting platform partner. .

#### 4.7 **Mobilising our resources behind the agenda:-**

- 4.7.1 Evidently we have less financial resources at our disposal than in the past. These are not Councils that have embarked upon wide spread “close downs” of services or seeking to reduce expenditure to the point where viability of services is fundamentally challenged. Members are aware that our approach broadly has been to reduce our cost base on an ongoing basis; look for new income streams, use digital and service design to create a better and more cost effective service offer and actively seek external public and private sector investment to projects and services that we wish to deliver. Whilst we have had reasonable success in this strategy over the last 2-3 years it perhaps goes without saying that every year it becomes a little more difficult. That does mean that a focus upon wise use of the resources we have available is essential.
- 4.7.2 Over the past six months we have sought to develop our commercial capacity with a particular focus on our waste services. This is about looking at existing product lines and markets and seeing whether there are opportunities that we have currently missed. It is not as crude and simplistic as just “turning up the dial” on everything until we lose customers. The learning from this work will be used to develop other commercial service across the Councils. We have utilised our digital platforms to improve and understand customers experience of our commercial services and develop new marketing strategies. We have recognised the need for commercial coaching for managers and finance business partners to ensure they have the acumen to identify opportunities, assess risks and manage any new services we wish to deliver on a commercial basis into the future.
- 4.7.3 The decisions Members made three years ago to invest in the digital platform are paying dividends. Data collected from the platforms has been a key component in improving services (including for example the rolling out of the Adur Homes repairs app and the Revenue & Benefits team launching online accounts and e-billing). Further exploring automation and self service (but not exclusively) will be important.

4.7.4 The Councils are shortly implementing the “*Effortless*” customer service approach with a significant piece of change work across our customer service teams. We will enhance our website to enable much better digital self service and make information easier to access. Detailed analysis of how customer contacts are managed, explored and improved (with several new contact channels) will be undertaken in the first 6 months of the year.

4.7.5 And whilst it’s been said many times before, our people matter. I, and your Director team, continue to be impressed by the ambition, dedication, care and commitment that our staff have towards the people, communities and the places that we serve. We recognise that some of the rather “clunky” ways that we manage “human resources” do not enable good people to have the freedom to run services required. Therefore a range of activity is underway from reviewing HR policies, to skilling managers and leaders in developmental conversations, to new induction approaches and the use of the digital platform to improve workforce planning, leave management and staff data. We have also recently launched the Well@work initiative to support staff wellbeing across the Councils.

4.7.6 In November 2018 we invited the Local Government Association Peer Review Team to look at our strategic financial management approaches. Their findings and recommendations have been welcomed and work is already underway to strengthen our positions in several key areas.

#### 4.8 **Dealing with uncertainties:-**

4.8.1 Like many Local Authorities in the UK, Adur and Worthing work in, and have been adaptive to, uncertain, rapidly changing and complex environments. Whether that’s Central Government policy, partner’s financial positions, economic uncertainty or the rapid pace of technological change if we are not alive to our environments we are in danger of being overwhelmed by them.

4.8.2 There has understandably been much local interest in various decisions taken by West Sussex County Council in relation to their budget and the impact that may have on people in our areas. Our approach has been to advocate on behalf of our communities and their needs. At times that means being a robust critical friend to County colleagues



whilst recognising that ultimately those decisions are for the County Council to make. Whilst your officers might wish it were otherwise, there are some real live challenges that we need to rise to and we are clear that sitting back and waiting for something to happen is not the best approach. Across a range of issues your officers are involved in leading or helping to shape issues at a County wide level, seeking to work in the best interests of Adur and Worthing as well as the County as a whole.

#### 4.9 **Looking to the future:-**

2019 will mark the final year of the current *Platforms for our Places*. Work is expected to begin on evaluating, research, assessing and opportunities and areas of focus for the Councils to support our communities and places to thrive into the next decade.

### **5. Engagement and Communication**

5.1 As outlined in the progress report (Attachment A) 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 final year of the programme.

### **6. Financial Implications**

6.1 There are no unbudgeted financial implications in 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 2019/20 has been undertaken with the *Platforms for our Places* commitments in mind, as will be seen from a variety of reports to JSC in the near future are consistent with the revenue budget and capital strategies.

### **7. 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**

- [Mid-Term Review and Refresh of Platforms for our Places Commitments](#)  
- adopted by Adur District Council - 19 July 2018; adopted by Worthing Borough Council - 17 July 2018
- [Platforms for our Places: 6 month Progress Report \(January to June 2018\)](#)  
- Joint Strategic Committee (Item 5) - 10 July 2018
- [Delivering Platforms for our Places: Progress Report June - December 2017](#)  
- Joint Strategic Committee (Item 5) - 9th January 2018
- [Delivering Platforms for our Places: Mid-Year Report 2017](#) and [Appendix](#)  
- Joint Strategic Report - 11 July 2017 (Item 5)
- ["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

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## Sustainability & Risk Assessment

### 1. Economic

- 1.1 Delivering our financial economies is one of 5 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 on several elements 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 ensuring 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 include building the capacity of our communities, engaging with them to find solutions that ensure that our services (and interventions) are designed to meet specific needs and address areas and issues of historic disadvantage.

#### 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 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 other partners to enable our residents, communities and places to thrive.

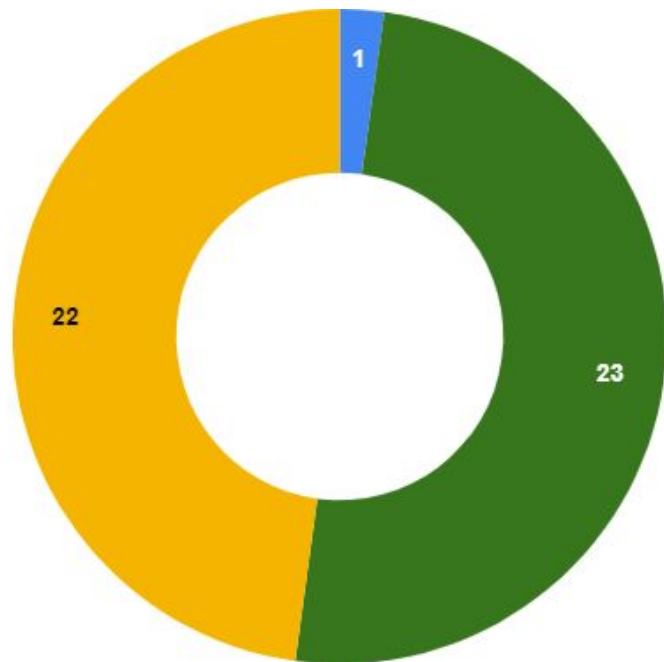
### 3. Environmental

- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platform for our Places*. The progress report (Attachment A) provides an overview and highlights how 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 members' 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 Activities Tracker



- Complete (1)
- On Track (23)
- Potential Risk (22)

### Overview : last 6 months

The Councils have made significant steps forward on our Financial Economies commitments over the past 6 months. A complex and at times contentious planning application for 600 new homes and an IKEA store with 495 new jobs at New Monks Farm, Lancing was determined in November 2018.

In Shoreham, funding was secured via Homes England to support commencement of the Free Wharf project delivering 550 homes as part of the Shoreham Harbour Quarter.

In Worthing, a partnership was formalised with London & Continental Railways to develop Union Place (and potentially other sites) and real progress on a planning application for Teville Gate was made under the terms of a Planning Performance Agreement.

A Car Parking Strategy was adopted for Worthing which will see significant improvements at the multi-storey facilities and potentially, two new car parks. The procurement process for an operator to enhance and develop cultural services for Worthing reached an advanced stage. Further progress has been made on implementing our agreed Property Investment Strategy with several significant purchases completed.

Two key schemes for our places are in the build phase and now ‘above foundations’ – Bayside on the site of the former Aquarena in Worthing; and Ropetackle North in Adur – we have “cranes on the skylines”. The new office development designed and built on the site of the former Civic Centre car park in Shoreham has reached the

# OUR FINANCIAL ECONOMIES



halfway stage in construction. A potential new seafront attraction was identified for Worthing Seafront in the form of a big wheel to be located between the Pier and the Lido.

And parts of our financial economies have begun to see the impact of macro-economic uncertainty, perhaps most notably retail. Inward investment is becoming harder to attract and government funds (e.g via the LEP) in something of a hiatus.

## Platform Highlights : last 6 months

- 1. Significant movement on major sites;** the new 24,000 square feet office development pre-let to a local business (Focus) is under construction and reaching an advanced stage: it will be completed in May 2019. Planning permission was secured for the development of 600 new homes and an IKEA store in Lancing. Under the terms of a Planning performance Agreement, much of the design work necessary for submission of a planning application for Teville Gate has been completed. A formal agreement has been signed with London & Continental Railways to progress development at Union Place. Work commenced on redevelopment of the former Luxor Cinema in Lancing and the Sunbeam residential development scheme in South Street Lancing reached advanced stage. Decoy Farm took a significant step forward with the completion of feasibility work that will inform preparation of an outline planning application designed to promote interest among potential developers.
- 2. A new Plan for Worthing;** Preparation of a new Local Plan for Worthing took a step forward over the past six months with the completion of the 'issues and options' stage.
- 3. A vibrant cultural offer;** A procurement exercise to select a provider to further develop the cultural offer for Worthing got underway and is due for completion in Jan/Feb 2019. Ticket sales in venues have again been good and this year's Panto has exceeded last year's record. Over the past six months over 150,000 people attended events at the theatres. The Connaught Studio won a best Independent Cinema Award; the Museum OPEN18 Exhibition attracted a record number of entries and work began on a long term masterplan for the Pavilion Theatre.
- 4. Public Realm and Seafront;** Detailed design work was undertaken on two schemes as part of a wider programme of public realm improvements. Schemes for Portland Road and South Street will be taken forward for consultation and delivery. A successful tender process has seen a preferred operator identified for a 'big wheel' to be located on Worthing Seafront.
- 5. Our visitor and creative economies:** following a new arrangement with Sussex Film Office our places have seen a significant rise in interest for filming. Over the period film, TV and magazine film shoots took place 19 occasions (unprecedented). Colonnade House continues to be a real success with the exhibition space 100% occupied throughout the year and occupation rates for creative and artistic businesses running at 95%.

## Challenges

1. **Our evolving high streets:** It will continue to be important to monitor trading conditions nationally and locally to ensure that we remain an attractive proposition for investment and that we are doing all we can to support the future of our high streets.
2. **Planning and Development:** We will hear whether the secretary of State is likely to 'call in' the New Monk's Farm planning application.
3. **Inward Investment :** Conditions in some investment markets appear to be changing. Both Adur and Worthing have had real success in attracting (particularly) government funds in over the last few years. Central Government and several of its agencies have less funds or are uncertain as to their approach until Brexit issues are determined. The Councils will consider all opportunities to ensure a helpful flow of investment capital continues.

## Future Focuses

1. **Worthing Local Plan:** The representations on the Worthing Local Plan will be reviewed over the next six months and evidence gathered to ensure that the emergent Plan is sound.. The Open Space, Sport and Recreation Study will be developed and work will begin on a review of the Community Infrastructure Levy.
2. **The future of Worthing's cultural offer:** The procurement exercise to select a preferred operator for the theatres and Museum will be completed

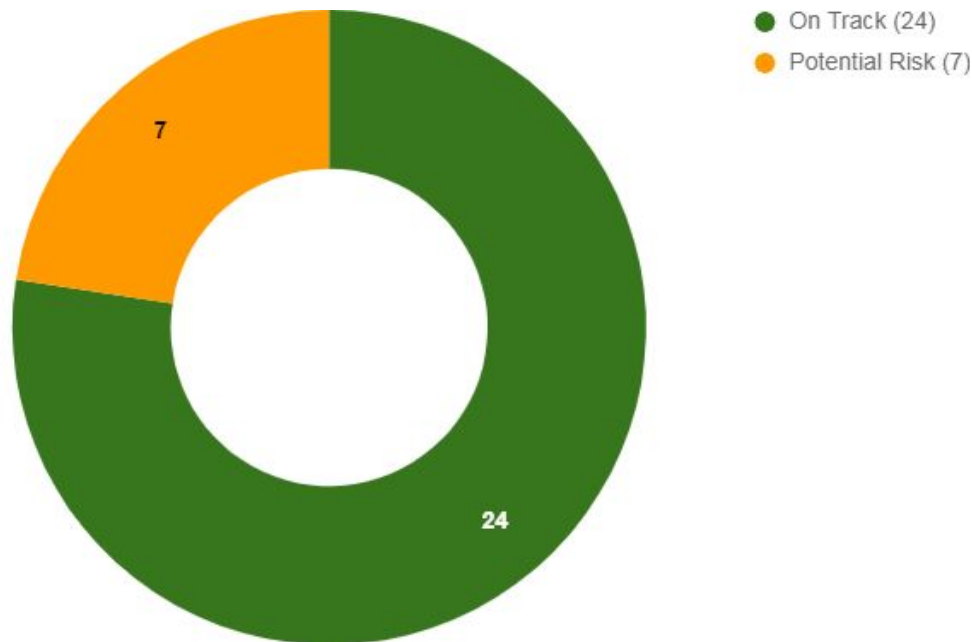
and a contract awarded.

3. **Enhancing Worthing's Town Centre and Seafront:** Public consultation will take place on the Portland Road and South Street public realm schemes. Several planning applications are expected to be considered:
  - the new big wheel on Worthing seafront (and should this be realised the Wheel will be erected in April).
  - the Bistrot Pierre restaurant on the seafront and a new tenant for the East buildings will be announced.
  - Teville Gate. Review, analysis and determination of a planning application.
4. **Implementing the Worthing Parking Strategy:** A plan for bringing forward redevelopment of the Grafton multi-storey car park will be considered early in the year; and work will begin on the refurbishment of Buckingham multi-storey car park.
5. **Engaging our Business Community:** The review of the Adur & Worthing Business Partnership having been completed various recommendations to be implemented.
6. **Creating Space for Business:** The new office for Focus at the former Adur Civic Centre will be completed in May 2019. Work to prepare a planning application for Decoy Farm will get underway and a marketing strategy prepared for this important site.





## Commitment Activities Tracker



### Overview : last 6 months

Housing continues to be a significant focus for both Councils as we seek to support those at risk of becoming homeless, work with providers and landlords to increase the availability of affordable housing and focus on our ambitions (in Adur) as a Landlord to provide better services for our tenants. The Homelessness Reduction Act was implemented in April and between July and November we saw more than 300 people/families using this new framework.

We are drawing upon learning from our “Preventing Homelessness” project to support preventative ways of working that enable resilience and build capacity in our communities. We have launched two new major projects. The first (supported financially by WSCC and the CCG) is focussed on how we can support health and wellbeing by reducing loneliness and social isolation at all ages, the second (supported by the Design Council and the LGA) is seeking to understand how we can support those in temporary accommodation and in receipt of universal credit, to be matched with employers in our local economy. Our ambitions are to create the conditions that enable our communities to Thrive at all stages of their lifecycle.

### Platform Highlights : last 6 months

- Supporting Rough Sleepers:** In September 2018, Worthing Borough Council was successful in bidding for more than £340,000 to support rough sleepers across our communities until the spring of 2020. Our 2018/19 rough sleepers street actual count (a snapshot) was 11 in Worthing (down from 19 in 2017). The estimated number of rough sleepers in the town (based on a variety of data) is 23 compared to 34 last year. In Adur no rough sleepers were counted during street count for 2018/19, with an estimate of one, whilst in 2017/18 there were no rough sleepers counted with an estimate of two.

2. **Preventing Homelessness:** Over the last 6 months we have focused closely on relieving and preventing homelessness. We have positively prevented homelessness for more than 90 of the people/families who have presented to our team. Our need for emergency accommodation (EA) remains high, however the rate at which we are placing people in EA appears to have stabilised as we see the results of our preventative work taking effect. We are also continuing to secure suitable, more affordable EA by leasing and purchasing property for this purpose.
3. **Developing the Adur Homes Stock:** The Adur Homes repairs digital tool went live this autumn and we are seeing a gradual increase in the number of repairs being reported this way. Satisfaction levels with the service are improving and this will continue to be an area of focus. The planning application to build 44 new homes at Albion Street, 15 of which will be for the HRA was approved and work is due to start in January 2019.
4. **Adapting for Accessible Homes:** We have fully implemented the Interim Discretionary Disabled Facility Grant policy approved by the Councils in December 2017. This has resulted in an increased spend on adaptations across Adur & Worthing with a predicted commitment and spend of £2.17 million during 2018/19.
5. **Supporting our Communities to Commemorate:** For the Centenary of World War I, we coordinated a significant number of Remembrance Service events and parades across Adur and Worthing, recognising the sacrifice made by many former residents.
6. **Improving Community Transport:** Our Community Transport Offer was reviewed and a new grants programme established with a key benefit being the collaboration of organisations to maximise value.
7. **Social Prescribing:** We have secured additional funding for 'Going Local' in Adur (and across our current patch) and to date more than 1,200 people have been supported by the service.
8. **Supporting Vulnerable members of our Community:** We successfully bid for £406,000 funding to increase the domestic violence provision in West Sussex, with our Lead for Early Help and Wellbeing co-ordinating this work. These funds will provide valuable outreach services, outreach in rural areas and a specialist worker to support BME communities.
9. **Improving our Community's Health:** Between July & Sept 2018 we supported more than 400 clients via our Wellbeing Hubs Core Service other in house programmes as part of our Public Health Programme. We have recently bid for funding to deliver a new programme aimed at reducing childhood obesity in partnership with WSCC and our Leisure Providers and await the outcome of that bid.

## Challenges

1. **Increasing the supply of homes for our Community:** Housing need will continue to be a challenge given that Adur and Worthing are places with limited land availability and high demand, compared to the supply of all types of property. The development of the Worthing Local Plan presents an opportunity to re-evaluate our approach.

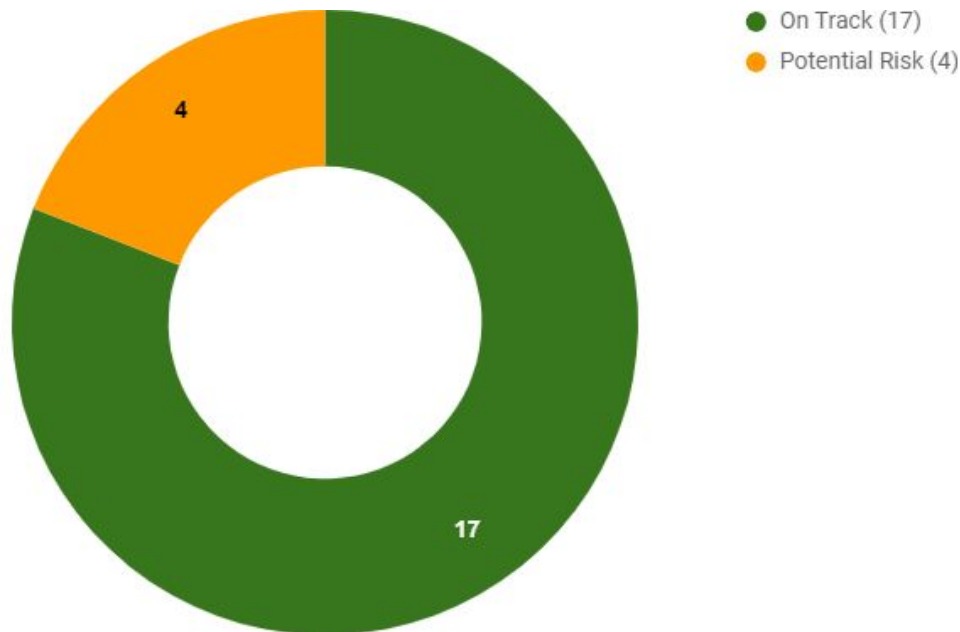
- 2. Constraints of Strategic Partners:** The financial constraints of several strategic partners, and the policy choices they make, can provide real and concrete challenges. As budgetary decisions are finalised in the new year the full impact will become clearer. In the meantime we seek to work constructively with all partners to ensure vulnerable members of our community are supported, and that essential provider organisations and partners remain close to solutions.
- 3. Ageing Adur Homes Stock:** Our stock in Adur is ageing and whilst we have a capital programme in place, there is a need to dovetail this more closely with our wider development ambitions which will progress in 2019 as we develop the HRA programme.
- 4. Rough Sleeping:** In recent weeks, whilst we have been successful in supporting some of our most vulnerable and entrenched rough sleepers to access support and help, there continues to be an obvious presence within Worthing Town centre, that presents challenges and can create tensions.
- 5. Constraints of Strategic Partners:** Strategy for our places and developing local and larger scale initiatives to increase activity levels.
- 3. Supporting everyone to live well:** We will continue to develop the ‘Thrive Project’ and deepen our plans to build resilience and place prevention at the heart of what we do.
- 4. Continuing to tackle homelessness:** Deliver our plans for sustainable reductions in rough sleeping and improving preventative approaches to homelessness will continue. Alongside this we intend to maintain the pace in sourcing more affordable options for EA and supporting landlords to work collaboratively with the Councils.
- 5. New Adur Homes developments:** By April 2019 we intend to have commenced work at Albion Street and Cecil Norris House in Adur and have designed the next phase of our development programme.

## Future Focus

- 1. Working towards Safer Communities:** The Safer Communities Partnership has commissioned a locality review, which will be conducted by the Government’s Violence & Vulnerability Unit in the early part of 2019. This is a rapid evidence assessment process that will focus on violence and vulnerability, as part of the national strategy to tackle serious youth violence.
- 2. Developing Active Places:** Following on from the successful Waves Ahead Conference and aligned with the work underway as part of our Local Plan development, we will be focusing on developing a Sports and Activities



## Commitment Activities Tracker



### Overview : last 6 months

Across our places we have continued to support the stewardship of our natural resources, adopting an ambitious sustainability framework and collaborating locally on a wide range of projects on sustainable transport, biodiversity, waste reduction, water, energy and carbon reduction. The Councils have shown leadership to get our own house in order, developing a Travel Action Plan; and delivering further energy and carbon reductions (e.g. lighting improvements on the Worthing seafront).

### Platform Highlights : last 6 months

- 1. Leading in Sustainability:** Adopted “*Sustainable Adur and Worthing*” demonstrating Council commitment and leadership on sustainability, including bold commitments on carbon reduction, an area not previously addressed by the Councils. We have also established lunchtime learning sessions for staff to improve professional knowledge and understanding of sustainability issues.
- 2. Supporting our communities energy efficiency:** Launched a 3 year energy advice program ‘LEAP’ providing a lifeline for local households in need, providing home visits, advice and efficiency installations.
- 3. Stewarding our Natural Assets:** Launched Brooklands Park Master plan (after receiving over 800 consultation responses). Continued work on 2 Heritage Lottery Funding applications. Achieved a further 5 Green Flags in our Adur and Worthing parks, refurbishing another three play areas to create welcoming, safe play spaces for our communities.

4. **Reducing waste, increasing recycling:** Initiated a comprehensive waste reduction engagement campaign (achieving more than 80,000 views in a 3 week period) following the Councils decision to move to alternate weekly refuse collections to increase recycling. Supporting community partners to launch 'Refill Worthing' to reduce single use plastic waste.
5. **Improving air quality:** Active partner in the County wide 'Breathing Better' air quality strategy and action plan, and delivered projects to support this strategy, including securing 100% external finance for Adur and Worthing's first rapid electric vehicle chargepoint.
6. **Regional approaches to Energy and Water:** Established Council involvement in Greater Brighton Economic Board Energy and Water Plans and 'South2East' the Local Enterprise Partnership (LEP) Regional Energy Strategy.

## Challenges

There has been difficulty securing installers to deliver the ongoing solar photovoltaic roll out for council buildings. This is due to lack of a capacity in the national solar sector due to the huge demand for installations prior to the Feed in Tariff end March 2019. This challenge has now been overcome but has created delays of a few months to the installation of solar PV at the Shoreham Centre.

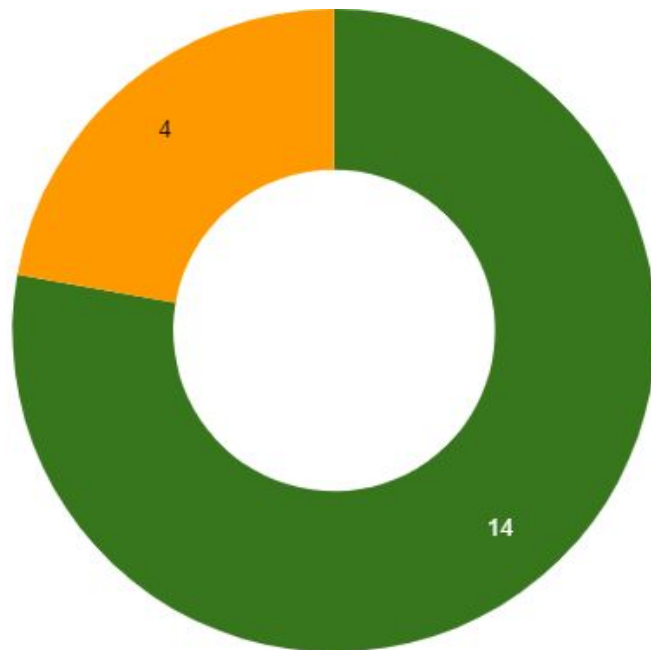
## Future Focuses

The "*Sustainable Adur and Worthing*" Framework has a variety of activity flowing from it including over the next six months:

- Submit the Stage two HLF funding bids for Parks 2019.
- Join UK 100 Cities Network and make the pledge to deliver 100% clean energy by 2050 (Jan 2019)
- Launch a water saving service for residents with Southern Water (Jan 2019)
- Hold "Plastic Free Council" working group inception meeting (Jan 2019)
- Launch "EASIT Adur & Worthing" offering discounted travel and transport to staff of the Councils and Adur and Worthing businesses and other public employers (March 2019)
- Launch Shoreham-by-Sea Refill scheme (Spring 2019).
- Consult on Adur Local Plan Energy Supplementary Planning Document (Feb 2019)
- Install a photovoltaic array for Shoreham Centre (20kW) and Commerce Way (50kW) (April 2019)
- Install rapid electric vehicle chargepoint in Lancing (March 2019)
- Finalise and deliver the Adur & Worthing Councils Travel Action Plan 2019.
- Explore options for an energy smartgrid for Worthing Civic Centre.
- Develop and adopt the Adur & Worthing Local Cycling & Walking Infrastructure Plan (Summer 2019).
- Develop an A&WC Carbon Reduction Plan 2019.



## Commitment Tracker



- On Track (14)
- Potential Risk (4)

### Overview : last 6 months

A significant amount of digital work has come to fruition in the last six months, with several major services launched. Our ‘SameRoom’ service design methodology has helped us approach difficult challenges of homelessness and loneliness differently, creating much stronger partnership working with others. We are also seeing successes in commercial income growth. There is a significant financial challenge ahead which will require a strong strategic response. Our support services continue to support *Platforms for Our Places* ambitions effectively, and will need to continue to re-configure, transform and attract new talent and skills to help achieve our goals.

### Platform Highlights : last 6 months

1. **Developing our Commercial Capacity:** Successful commercial income growth across Environmental Services and in Building Control, e.g. fire risk safety assessments to commercial clients. We have developed digital self service for clinical, bulky, street scene and missed bins with 40% of requests now through the digital channel and a fully automated ordering of clinical waste collections using Amazon Alexa technology. We have also started a commercial modelling and marketing exercise in waste services, with a view to roll out of learning and methods to other commercial services
2. **New approaches to Service Design:** Delivered specialist “SameRoom” service design support to key projects including preventing homelessness and loneliness, creating strong multi-agency working and delivering real outcomes, and launching a public blog: [sameroom.adur-worthing.gov.uk](http://sameroom.adur-worthing.gov.uk)

- 3. Digital Solutions for improved customer services:** Launched an end to end housing repairs app providing tenants with online appointment booking and regular progress updates, with customer satisfaction at 90% satisfied or very satisfied. We have launched online accounts and e-billing in Revenues and Benefits, with further online services planned and plain english work on letter templates underway. We have also stabilised the telephony system following switch of managed service provider.
- 4. Improving our Estate Management:** Digital asset management systems developed for Estates and Compliance, helping improve management of our property estate
- 5. Managing and Supporting our people:** We are progressing with a significant HR policy review with further policies on track for change. We have delivered 'Leading Quality Conversations' training to all managers alongside a new 1:1 process to support and develop our staff. A new staff induction handbook has been designed through a working group of managers across the organisation. We are currently trialing a prototype HR data dashboard allowing analysis to support workforce planning and sickness management, and an easy to use annual leave app. Launched Well@Work to support staff wellbeing, providing a range of activities to staff such as pilates, mindfulness and singing.

- 6. Improving our Strategic Finance Management:** Reviewed our financial services through an LGA Peer Review and developed an improvement action plan.

## Challenges

- 1. Meeting the financial challenge:** particularly forward planning for the 2020/21 following budget decisions at West Sussex County Council.
- 2. Attracting the right people:** Recruitment to specialist roles such as building surveying, digital/ICT and legal.
- 3. Responding to our Customers:** Driving down call wait times in the contact centre through digital self service and opening up other new contact channels

## Future Focuses

- 1. Modernising our financial strategy and systems:** Undertaking a in-depth analysis of the Councils' financial positions and development of longer term financial strategies, with support from external specialists. This will run in parallel to modernisation of financial systems including Financial Regulations, IT systems, processes and budget manager training.
- 2. Improving our commercial acumen** through business coaching offered to managers and finance business partners.



- 3. Improving services to our customer and partners:** The “*Effortless*” customer services programme will be a major change programme in 2019 building on the successes of the digital platform strategy.

A new look ‘beta’ website will be launched to help make the rapidly growing set of digital self services much easier and simpler to access. “*Effortless*” will aim to overhaul how customer contacts are managed, and open up and promote new channels such as web chat and social media, while improving telephone and face to face support.

Using £80,000 funding secured from the Government’s Local Digital Fund for a community service directory project (one of only 16 selected projects nationwide).

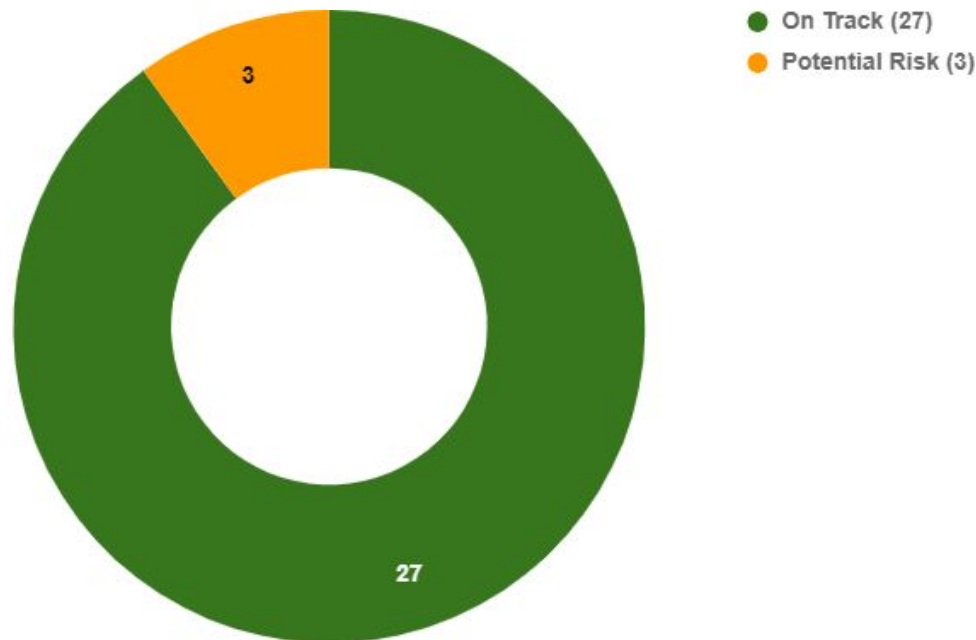
The Revenues and Benefits Service will continue its transformation through digital along with simplified written communications with customers, and an exploration of process automation technologies.

- 4. Managing the Councils’ Assets:** Improved asset management and maintenance through a specialist review of the current delivery model, a strategic asset review, procurement and contract improvements and a restructure of the Technical Services team.

- 5. Property Investment Strategy;** work will continue to ensure that we develop and maintain an active and balanced property investment strategy that makes a positive contribution to the Councils’ medium term financial strategies.



## Commitment Tracker



### Overview : last 6 months

The Councils continue to develop our role as leaders in our places. As highlighted across all five Platforms, the Councils are actively working with partners to identify and develop opportunities for our communities to thrive. In addition to our core responsibility to supporting local democracy, we have invested to improve how we communicate and engage with our communities.

### Platform Highlights : last 6 months

- 1. Sharing our Stories locally and beyond:** the Councils have effectively spread the stories of our places locally and beyond with regular articles in national sector press. Our seven (*#ourstoriesyourcouncils*) bloggers having a reach of over 104,000, and we have more than 20 front page articles in local, regional and trade press.
- 2. Reframing local partnership:** Work has begun to reframe how we engage the local strategic partners through the Local Partnerships Forum and the Waves Ahead Conferences in Spring and Autumn. The Autumn Conference saw over 60 attendees designing how we can achieve more active and connected communities. This will feed into the development of the Councils' Activities Strategy.
- 3. Regional Leadership:** The Councils continue to play an active role in working with regional partners within the County and Greater Brighton City Region. Shaping the development of the Greater Brighton Economic Board's five-year vision, the Local Enterprise

Partnerships 'Gatwick 360' strategy and a number of other county-wider strategic initiatives.

- 4. Developing our elected members:** We have continued to aid the development needs for our Elected Members, with 11 Member Training events being held during this period, on a range of topics from Member Induction to case work and treasury management.

## Challenges

- 1. Capacity of our partners:** Of particular current concern are funding reductions in the WSCC budget proposals (and the consequences for our communities). We will continue to provide critical challenge and lead where appropriate in creating solutions for our places. Given the multiple demands on the County Council we may need to find new ways of retaining their focus on strategic joint activities for the benefit of Adur and Worthing.

## Future Focuses

- 1. Foster Partnerships:** We want to continue to develop the relationship with strategic partners among our community, businesses and the public sector. This is particularly important to respond to the needs of our business community, working closely with health partners and improve the stewarding our natural resources.

- 2. Supporting our democratic processes:** To ensure our back-office systems are effective to support our Members, we will be Implementing Modern.Gov. This is a secure system that will improve the democratic experience for our communities, members and officers, making it much more streamlined, accessible and efficient.
- 3. Brexit Preparedness:** As we approach the 29 March the Councils will be ramping up our efforts to prepare for the United Kingdom's withdrawal from the European Union, whatever form it comes in.
- 4. Future Strategic Direction:** Work will begin on evaluating, researching and identifying the future strategic considerations the Councils may wish to take forward in *Platforms for our Places'* successor. (January 2019 onwards).