



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

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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 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.

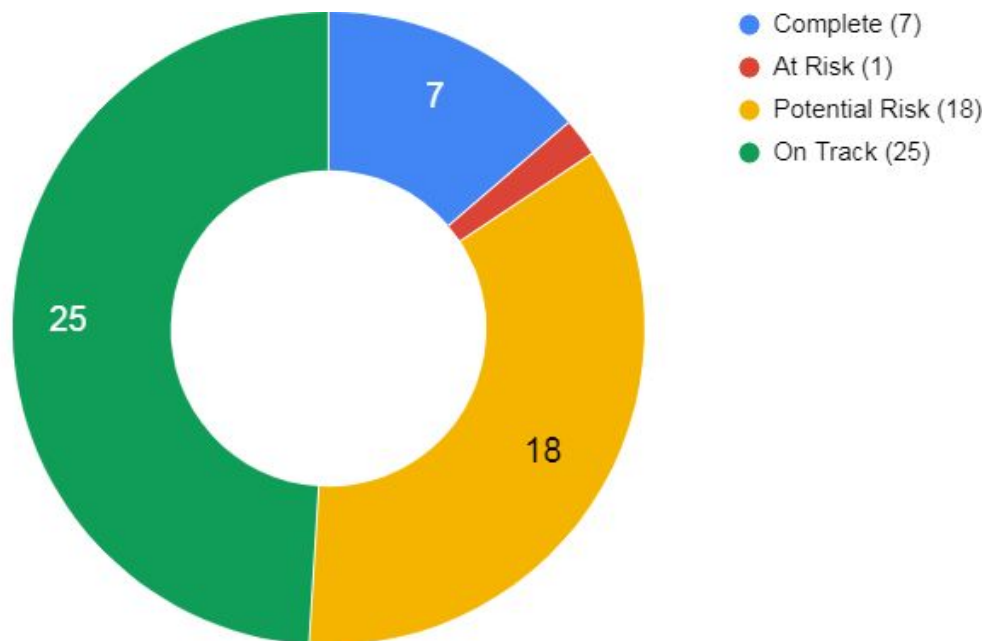
3. Environmental

- 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.

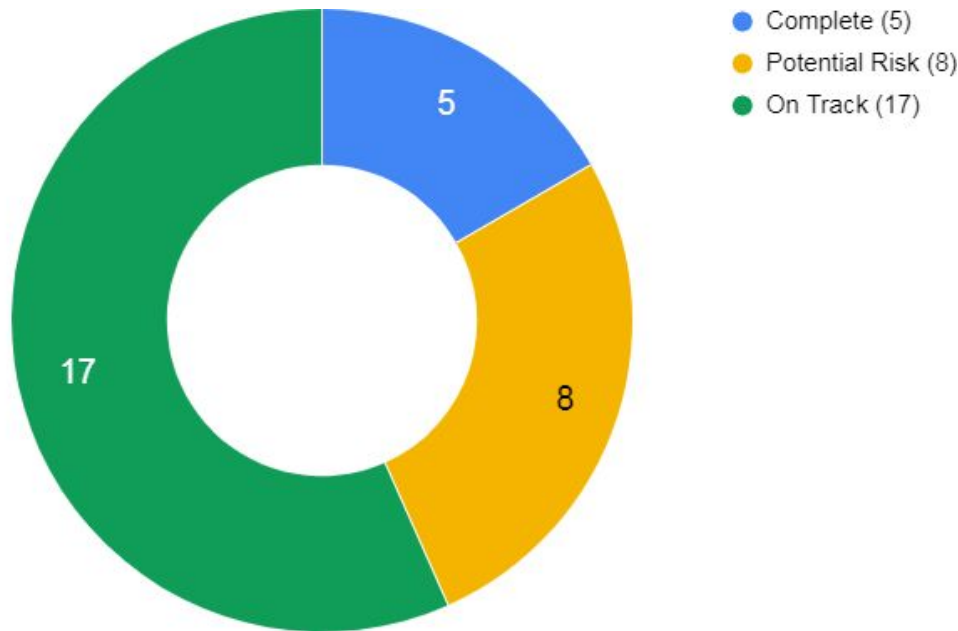
OUR FINANCIAL ECONOMIES



- 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

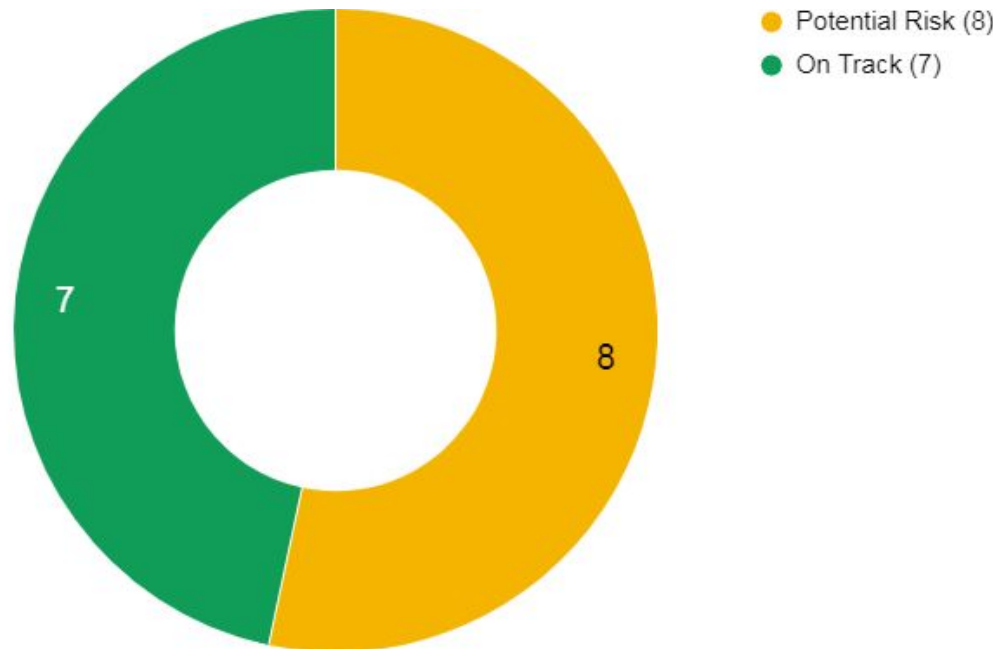
1. The implementation of the **Homelessness Reduction Act** will continue to be a focus as the full impact of the changes is likely to be incremental. At the same time the team are implementing a new IT package that will provide the end to end service that we and our communities will benefit from.
2. **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.

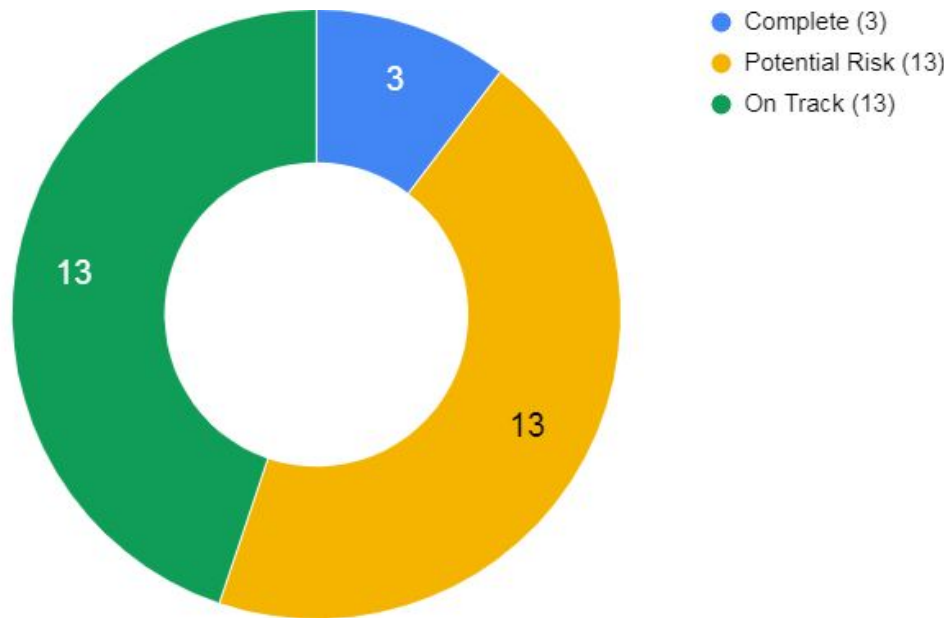
Challenges

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.

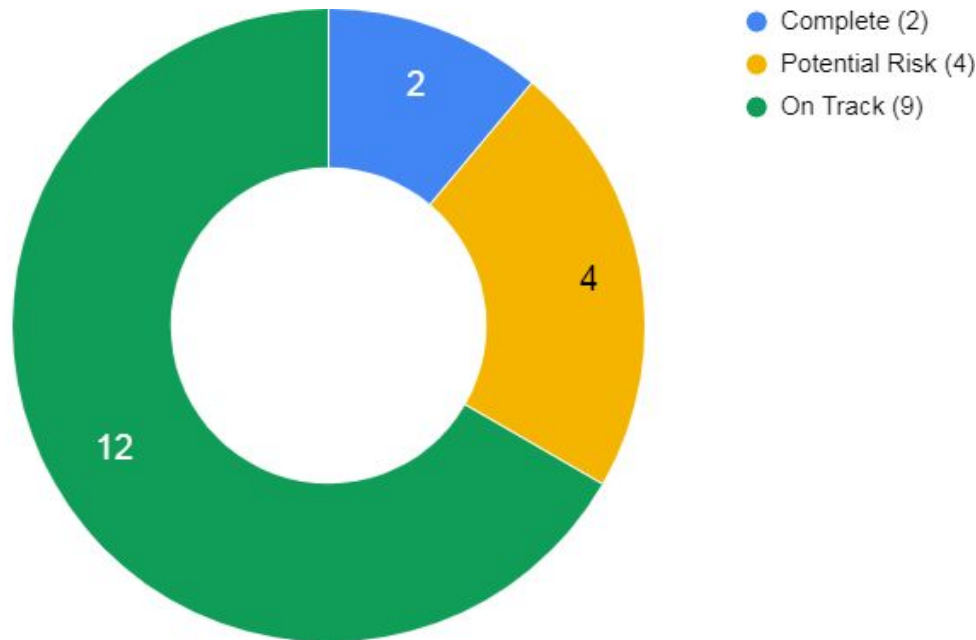
Challenges

- 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