



ADUR & WORTHING COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 5

Key Decision [No]
Ward(s) Affected: All

Platforms for our Places Progress Report (July - December 2019)

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1. This is the final six-monthly report informing the Committee on the Councils' progress against the commitments and objectives set out in *Platforms for our Places*. It contains an overview of the progress on delivering the ambitions and commitments set out in *Platforms for our Places* and highlights certain areas of strategic importance.
- 1.2. The Councils have been clear that *Platforms for our Places* was an ambitious strategic programme, designed to help create the healthy, prosperous and well connected communities that our residents wish to see.
- 1.3. The Councils identified 147 actions in *Platforms for our Places*. At the end of the three-year nearly 60% are complete, just over 30% are on-track and primarily reflect ongoing activities within our communities, while less than 10% are at potential risk (and this will not be completed by year end).

2. Recommendations

- 2.1. Note the final progress report on the implementation of *Platforms for our Places* over the period January to July 2019.
- 2.2. Agree to refer this report to Joint Overview and Scrutiny Committee for their consideration.

3. Context

- 3.1. In December 2016 Adur District and Worthing Borough Councils adopted *Platforms for our Places* as the Councils' direction of travel for the next three 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 & Projects
Our Financial Economies	11	47
Our Social Economies	8	31
Stewarding our Natural Resources	7	21
Services and Solutions for our Places	5	18
Leadership of our Places	7	30

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

- 3.4. Progress reporting draws on the progress of the 147 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 shows how the status of projects and activities are determined.

Status Indicators	Status Definitions
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

Table 3.2: Status Indicators and definitions

3.5. All previous six-monthly update reports to the Committee have also been considered by Joint Overview & Scrutiny Committee (JOSC).

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 six months. The progress report also provides an overview of the current status of Platform Commitments. Table 4.1 provides a further breakdown of these activities and projects. In evaluating the progress of these activities and projects a reasonably objective analysis has been employed, and while there may be debate on 'how green' or 'how amber' a particular project may be, the overall assessment gives a reasonably robust view of our progress.

Platform	On Track	Potential Risk	Complete
Our Financial Economies	19 (40.4%)	5 (10.6%)	23 (48.9%)
Our Social Economies	3 (9.7%)	4 (12.9%)	24 (77.4%)
Stewardship our Natural Resources	11 (52.4%)	1 (4.8%)	9 (42.9%)
Services and Solutions	8 (44.4%)	1 (5.6%)	9 (50%)
Leadership of our Places	5 (16.7%)	3 (10%)	22 (73.3%)
Total	46 (31.3%)	15 (9.5%)	87 (59.2%)

Table 4.1 Status of Commitments by Platforms

- 4.2. It is also perhaps worth remembering that these 147 commitments are not “everything we do”. Whilst progressing our Platforms agenda we have continued to provide a full portfolio of universal services to the communities we serve. At times this has been challenging, particularly in some of those demands led areas where we have seen an increase in need, without a consequent increase in resources either in terms of finance or assets, for example housing.
- 4.3. It is not intended in this covering report to comment on each and every issue flagged in the progress report. There are, however, certain strategic themes that can be drawn from the past six months that are probably worthy of drawing to the attention of the Committee.

4.4. Developing our places for the future

- 4.4.1. We have seen progress around strategic developments across Adur and Worthing. These developments support employment (Teville Gate House, Worthing), Housing (Adur Civic Centre - Phase Two and Fulbeck Avenue, Worthing) and seeing the regeneration of key areas in our town centre (Shoreham Harbour Joint Area Action Plan and Union Place, Worthing).
- 4.4.2. We are also seeing work begin on the installation of Gigabit Adur & Worthing. Through public and private investment we will see 90 council sites and 50,000 homes connected to full fibre between 2019 and 2022. This will enable ultrafast (gigabit) broadband service and positioning our local communities and economies to take up the emerging opportunities enabled by this infrastructure.
- 4.4.3. Despite ongoing uncertainty for our economies, this investment sends strong signals of local confidence in our economies. We will continue to build on this confidence through positioning our places for investment, supporting innovative and clean growth, and developing a framework to promote the vitality and distinctiveness of our town centres.

4.5. Building homes and thriving communities

Housing and Homelessness

- 4.5.1. As outlined in previous reports we continue to see an increase in demand in temporary and emergency accommodation. In

response the Councils have taken proactive steps to prevent homelessness, support rough sleepers and build new homes and temporary accommodation.

- 4.5.2. We have seen the lowest rate of rough sleepers across Adur and Worthing, (standing at seven in November). We continue to work with partners to support homeless people with our work being recognised nationally.
- 4.5.3. Our innovative social lettings agency “Opening Doors” now has more than 20 properties with more in the pipeline. All tenancies to date have been successful with no evictions or bad debts. We continue to work across boundaries to maintain a systemic focus on preventing homelessness, and in the last six months we have prevented or relieved homelessness for 166 households.
- 4.5.4. We are also building our capacity to deliver new temporary, social and affordable housing across our communities. In Adur with developments at 101 North Road, Lancing and Cecil Norris House, Shoreham. Developments at the former Downview pub and Rowlands Road in Worthing will provide valuable council-opened temporary accommodation. While through partnership with Boklok UK we are at the forefront of new opportunities to provide 150 units at Fulbeck Avenue, Worthing, as part of an overarching agreement to deliver up to 500 units.
- 4.5.5. We will continue to build on this progress through the adoption of a new Housing Strategy and strengthen our approach across services to ensure resources are aligned to support a prevention approach to housing and residents’ wellbeing.

Thriving communities

- 4.5.6. We are also making progress on our efforts to enable members of our communities to lead healthy and engaged lives. This involves work to improve health outcomes for our communities, supporting young people’s mental health and wellbeing, fostering opportunities for skills development and employment, and addressing loneliness and social isolation.

4.6. Responding to the Climate Emergency

4.6.1. Following the Councils' declaration of a climate emergency in July 2019 there has been significant acceleration in the Councils' sustainability agenda. In addition to bringing forward the Councils' Carbon Reduction Plan elsewhere in this agenda, the Councils' have supported a number of initiatives to address climate change:

- promoting public and active transport through the easitAdur & Worthing discount travel scheme available to 25,000 local employees, and developing a draft Local Cycling Walking Infrastructure Plan as a first step to develop safer active travel options.
- 528 energy saving interventions, saving £232,000 for residents through the LEAP energy saving scheme. Adur District Council installed a further 20kW Solar PV array on the Shoreham Centre, which is predicted to reduce the Council's carbon by 32 tonnes annually.
- Continue to reduce the Councils use of single use plastic in its efforts to become Plastic Free Councils, and supporting Plastic Free Worthing, Refill Shoreham-by-Sea and Refill Lancing.
- Starting to transition the Councils' fleet to ultra low emissions as part of an ongoing medium term fleet replacement programme.

4.6.2. We also continue to progress efforts to manage our natural environment:

- Shoreham Beach has received an 'Excellent' result for bathing water quality.
- Strong efforts have been made to engage our communities in the future of Brooklands Park, with hundreds of families welcomed to events over the summer and autumn and the revised Masterplan presented at a family halloween event.
- The Councils continue to pursue the Green Flag award for our parks and open spaces. All management plans have also been reviewed to put an increased emphasis on biodiversity.

4.7. Positioning the Councils and our Places for the future

- 4.7.1. New approaches to how the Councils deliver services and act as leaders in our communities are central to the approach outlined in *Platforms for our Places*. The Councils continue to pursue their strategies to improve customer service, enhance our commercial services, and strengthen our investment portfolio. These efforts contribute to ensure our services are more responsive and contribute to the financial sustainability of the Councils.
- 4.7.2. Over the past six months we have continued to engage and take-up positions of leadership across our communities and region. The Councils are currently consulting on a new guide on how we engage, the leader of Worthing Borough Council has taken up key positions in regional organisations, and we have made a significant move to improve digital access to the Councils' decision-making processes.

4.8. Going Further - concluding *Platforms for our Places*

- 4.8.1. Elsewhere on this agenda the Committee will also consider *Platforms for our Places: Going Further* as the next iteration to the Councils' approach and ambition our places.
- 4.8.2. Over the past three years the Councils have successfully used *Platforms of our Places* to help set our direction. At the core of our approach was the importance of Platforms as foundations for great community activity, the profound impact on our communities that focusing on local places and activities can have, and the evolving role for the Councils (and our relationship with our partners) to address the needs, challenges and opportunities facing our communities.
- 4.8.3. While not all commitments have been completed they have articulated a clear statement of intent to the Councils ambitious approach. While *Platforms for our Places: Going Further* represents a revised approach it will retain the broad thrust of its predecessor.

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*. This will remain an important area of focus as we move into the *Platforms for Places - Going Forward* programme.
- 5.2. Delivery of specific projects are communicated through the Councils' communications channels and press releases as appropriate.

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

- [Platforms for our Places Progress Report \(January to June 2019\)](#) - Joint Strategic Committee (Item 5) - 9 July 2019
- [Platforms for our Places Progress Report \(July to December 2018\)](#) - Joint Strategic Committee (Item 5) - 31 January 2019
- [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 (Item 5) - 11 July 2017
- [“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 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 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

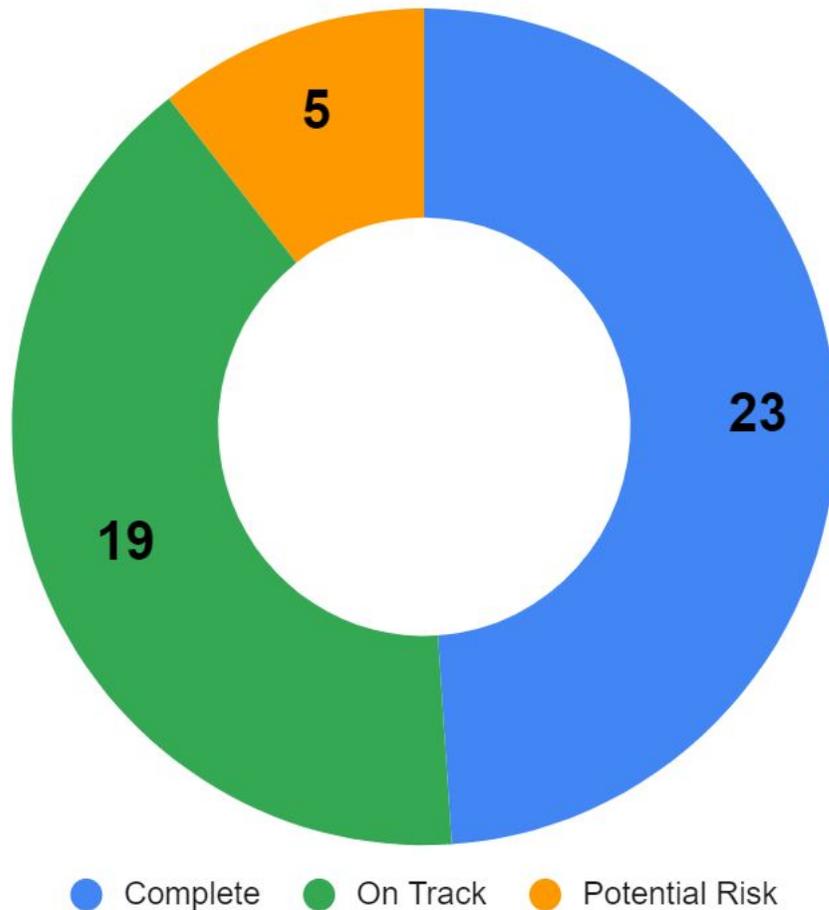
- 3.1 Developing the Councils and communities role in stewarding our natural resources is one of five platforms for development in *Platform for our Places*. The progress report ([Attachment A](#)) provides an overview and highlights how on how the Councils are working to develop this platform.

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 Tracker



Overview : last six months

There has been significant progress toward delivering our Financial Economies commitments over the past six months. We have seen a number of important development proposals come forward and have continued to strengthen our relationships with business and those with a stake in the future health of our town centres.

The visual signals of progress are all around. Major developments are underway and a series of planning applications have reached an advanced stage. We are building; and we are working in partnership with others who want to invest in our places.

Our commitment to grow the cultural offer of our places has been reflected in a fundamental change in the way that Council backed cultural activity is managed and delivered - over the past six months we have seen the culmination of the project to deliver a new cultural Trust for Worthing. We have also stepped up our work to understand how we can best support our creative industries; and this has led to partnership work on a number of new projects that will come forward as we take Platforms further.

Platform Highlights : last six months

Teville Gate House - demolition of the former Inland Revenue Office was completed and the new 5 storey HMRC 'hub' building has begun to emerge apace. The new scheme will be completed by the end of next year and bring up to 900 staff into this central location. Work to commission the accompanying public realm scheme to replace Railway Approach is underway. This project will mark a major improvement to the gateway to the town.

OUR FINANCIAL ECONOMIES



Adur Civic Centre (Phase 2) - over the past 6 months we have completed a development agreement with Hyde Homes to deliver 170 new homes as part of a mixed use scheme that will also provide flexible business space. Work on the preparation of a planning application has also begun.

Worthing Theatres & Museum Cultural Trust - the new Cultural Trust came into being on the 1st November - in time for the panto season. The Trust is preparing an exciting programme for next year and will be working closely with the Borough Council on the 'Let the Light in' project for the Museum.

Fulbeck Avenue, Worthing - we completed a formal development agreement with Boklok UK to agree a plan for approximately 150 new homes at Fulbeck Avenue, Worthing, together with an overarching agreement to deliver 500 further homes in collaboration. This potential for a modular approach to help people enter the housing market has attracted a great amount of public interest nationally and internationally..

The Joint Area Action Plan for Shoreham Harbour - is now adopted. This project is a great example of effective Partnership working and provides the detailed planning framework to ensure the delivery of the project (the regeneration of the Harbour delivering sustainable homes and employment floorspace).

Gigabit Adur & Worthing - additional funding secured from Coast to Capital and West Sussex business rate pool to expand the public sector scheme, creating 90 council sites with full fibre connections across our area. This has been followed by the announcement of a £25m scheme for fibre to 50,000 homes, with construction work now underway from 2019-2022.

Challenges

The broader, strategic challenge for our financial economies will be to understand the '**new economy**' and where our interventions can be made to best effect.

Our **long term economic resilience** will be aided by a good understanding of the different sectors that make up our financial economies. Accordingly, one of our key challenges is ensuring that we have **access to good data** and that we are able to move swiftly to interpret it and take appropriate action.

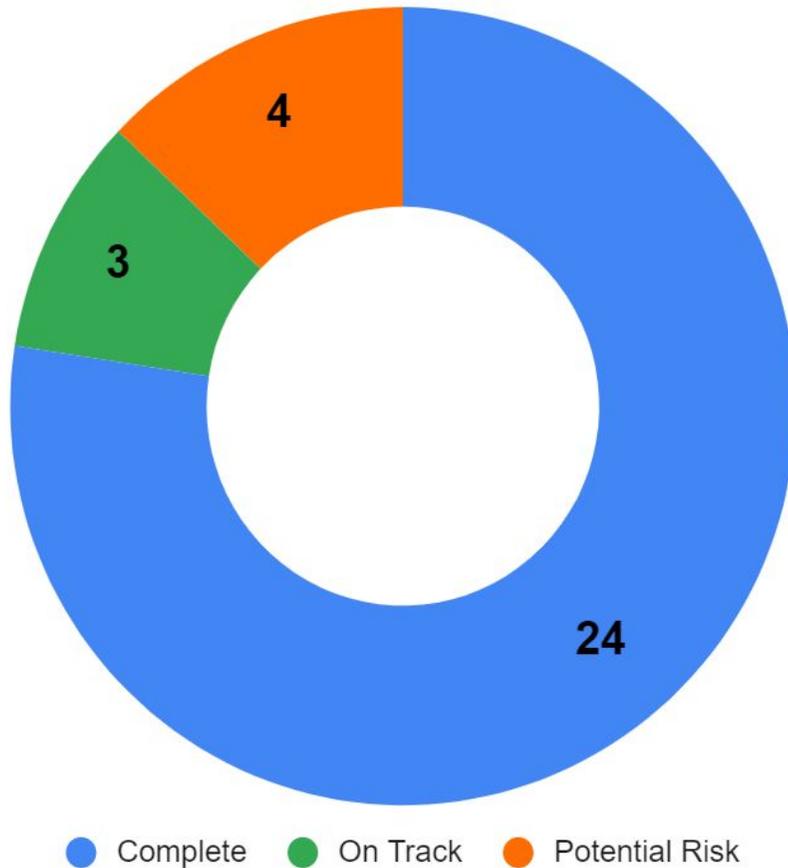
Future Focuses

Strategic partnerships - to support our financial economies and our business communities we will be stepping up our work with a range of different partners to ensure that our places benefit from investment in **digital infrastructure; learning and skills; and sustainable transport improvements**. We will maintain our support for the development of a **strong cultural offer** in our places and work in partnership with those looking to foster new talent and skills in the creative industries, as well as promoting inclusive opportunities for participation.

We will be working with our businesses to support **innovation and clean growth** together with the skills needed to deliver.

We will be developing a '**town centre framework**' to promote the vitality and distinctiveness of our town centres; and will be working with our partners to explore opportunities to deliver learning and business spaces to help our local businesses to thrive.

Commitment Tracker



Overview : last six months

Across all teams, there has been sustained high levels of activity to enable and support our communities to be healthy, well and build resilience, whilst providing a safety net for the most vulnerable.

Strategically we are using service design approaches to ensure that resources across Housing and Wellbeing, are aligned in ways that support prevention. Preventing homelessness, unemployment, ill health or debt and working in ways that build on strengths and enable our communities to build skills, health and their ability to thrive. Additionally, we recognise the need to continue to work systematically with our partners and leverage external resources and expertise into our communities to support this work. Hence our continued focus on partnership work to support some of our most vulnerable communities (such as those sleeping rough, where in partnership with others we have successfully been awarded £340,000), or for those wishing to extend their digital and employment skills, where we have secured an additional £95,000.

Operationally the scale and scope of delivery continues at pace in all areas; whether this be the expansion of the “Opening Doors” scheme, the demolition of Cecil Norris House to make way for 15 new homes, securing £95,000 for our OneStopJunctions, supporting digital and employment skills, Beat the Streets, (which galvanised 16,256 people into action across Adur and Worthing) or the public engagement at Brooklands Park this summer and autumn, the impact on our people and places is tangible.

Platform Highlights : last six months

Preventing Homelessness - Our innovative social lettings agency “Opening Doors” now has more than 20 properties with more in the pipeline. All tenancies to date have been successful with no evictions or bad debts.

We continue to work across boundaries to maintain a systemic focus on preventing homelessness, and in six months we have prevented or relieved homelessness for 166 households.

Rough Sleepers - In November, the Rough Sleeper count across Adur and Worthing stood at seven, the lowest it has been for some years. The work we are leading with systems partners to support these vulnerable people is recognised nationally and team members have been invited to present their work to the next MHCLG Rough Sleepers Initiative partners meeting.

We have also been working with, WSCC, Turning Tides, Coastal CCG, and other partners we have secured more than £340,000 from Public Health England to support access to health services for those rough sleeping.

Building New Homes - Having appointed a senior development manager we are now taking forward our in-house capability to building new homes. 101 North Rd Lancing our first development has new tenants and Cecil Norris House is being demolished. The Downview in Worthing is being refurbished and planning permission has been secured for Downview Phase 2 and Rowlands Rd, to provide valuable additional temporary accommodation.

We are working with Boklok UK to agree a plan for approximately 150 units at Fulbeck Avenue Worthing and an overarching agreement to deliver 500 units in collaboration between the two organisations.

Adur Homes - The Adur Homes capital works programme is progressing well and work at Southwick Square is complete and we plan to commence works on four other blocks in the spring of 2020. Contracts have been awarded for fire safety works to sheltered schemes.

The number of residents using the online portal to report a repair is increasing month on month and the number of VOID properties across Adur Homes fell to its lowest level in recent months (17) as turnaround times have improved.

Regulating private tenancies - We responded to 174 enquiries about housing conditions, issued 31 enforcement notices including three Prohibition Orders and two Emergency Prohibition Orders, and issued four Civil Penalty Notices for a total of over £40,000

Leading on healthier communities - Adur & Worthing senior officers continue to co-chair the Local Community Networks in Adur and Worthing supporting these networks of Health and Community professionals to learn together and act together to improve outcomes for our communities, using the ‘Start Well, Live Well, Age Well’ framework to guide our activity.

Beat the Streets ran successfully for 6 weeks June-July 2019. 16,256 people played the game and collectively covered over 149,000 miles.

More than 400 people were supported by a Wellbeing Advisor in the period to November - higher in both areas than this time last year.

Going Local (Social Prescribing) has received 435 referrals received from 14 surgeries in this period (2,041 total).

Supporting young people - The *Find it Out Plus* project (which is a partnership between the CCG, WSCC and the YMCA - led and driven by Adur & Worthing officers, is aimed at supporting young people's emotional wellbeing and mental health, by providing one front door for them to access support), has recruited two new posts and began a public consultation with young people, to co-design the way in which the project will develop. We are also seeking to embed a university researcher into the team to support ongoing evaluation of the approach and outcomes.

Skills and Employment - Our Design Council Work and Skills programme has moved into the delivery phase and we will be sharing our learning at a national LGA event.

We secured £95,000 funding deliver journey to work and a Money Mentor programme as part of our OneStop Junction.

Our Peer Support Programme has 37 Digital Tutors who support 12 weekly sessions over the year (conducting £9,000 of free volunteer hours) working with 14 Digital network Partners. This year 11 of our Volunteers found employment and five gained new qualifications.

Our Employment Programme including the Rough Sleepers Initiative, has supported 104 unemployed clients offering 121 assessment appointments to

set up an individual action plan focusing on gaining new skills or placements including advocacy support.

Connected communities - The Thriving Connections Project around Loneliness and Social Isolation at all ages will be supporting a network event 'The Opposite of Lonely' in December 2019 to share ideas and build a movement.

A tender process for Eastbrook Manor was carried out and a new group has been selected to manage this centre Sussex Community Development Association, who we hope will start to occupy the centre from early 2020.

Bereavement Services - Our bereavement services team, for the first time held an Open Day at the Worthing Crematorium, welcoming more than 100 visitors, hosting talks and workshops on many aspects of end of life care and supporting the bereaved.

Challenges

Temporary accommodation demand continues to rise - The number of households needing temporary accommodation, particularly in Worthing continues to rise. Whilst we have made good progress sourcing accommodation, attracting landlords to the Opening Doors scheme; securing move on accommodation for those in supported housing and in temporary accommodation continues to be a challenge across our districts. As we start to develop our new Housing Strategy for 2020 these will continue to be high on our agenda.

New solutions for supported housing - We have worked closely with partners across West Sussex to mitigate the worst risks of the cuts to supported housing funding, however there is still a significant reduction in the resource that is available and the full impact of this is yet to be experienced.

Ongoing funding to support rough sleepers - Funding from MHCLG Rough Sleeper Initiatives ends in March 2020, a new one year funding stream has been released to all Local Authorities (previously restricted to named authorities) indicating that securing the funds we need will be a challenge as demand on the fund will be high.

Adur Homes tenants transitioning to Universal Credit - As more tenants of Adur Homes transition to Universal Credit, rental income is likely to be impacted by increased rent arrears, however we will work with tenants to support their money management and agree direct payments arrangements where possible.

Providing safer homes - We continue to identify and carry out necessary fire safety improvement works to ensure all flats within Adur Homes stock are compliant with necessary legislation.

Adur and Worthing still has the highest number of high rise flats within West Sussex therefore we need to continue to carry out joint inspections with West Sussex County Council particularly in response to the Grenfell Fire report.

Addressing Anti-Social Behaviour - Our long standing programme of work to tackle Anti-Social Behaviour (ASB) continues. However ASB issues in our town centre and surrounding parks and spaces have heightened over the

last few months. Work has been focused on developing our approach to dealing with these issues whilst balancing a good level of assertive support. This has been challenging due to the complexity of a few individuals and the length and duration of the legal work needed to address behaviour.

We have also been experiencing a number of small but significant issues around youth related crime and disorder, which has concerned organisations due to the age of some of the perpetrators. We are working with the Police, WSCC and other partners to understand and respond to these issues at an individual and systemic level.

Future Focus

A new housing strategy - We are currently engaging with a range of stakeholders to support the development of the Councils' Housing Strategy 2020, very much building upon the work that has been achieved to date.

New rough sleeper initiatives - We are working closely with MHCLG to ensure our ongoing success in delivering good services for those who sleep on our streets and crucially support them into long term accommodation. In December this year we will mobilise the new project, funded by Public Health England.

Delivering new homes - The Housing development at Albion Street is on track for whole site development by Adur District Council in 2020 and the Hidden Homes design team procurement is underway. This team will start to look at options in more detail with a report coming to Joint Strategy Committee in early 2020.

Preparations are underway for a major refurbishment of buildings in Rock Close, Lock Court, Bushby Close and Beacroft Place. It is expected that work will begin in Spring 2020.

Ensuring those in need are housed - We will complete the review and launch the Allocations Policy to ensure those in most need have access to social housing. Commence consultation process for the implementation of a selective licensing scheme to improve housing standards in private rented accommodation.

Bereavement Services - Our Bereavement services team is developing a customer survey and use the feedback to further develop our services and offer. They are also planning a Christmas memorial service at the Crematorium.

Developing our partnership with WSCC on Public Health - Social prescribing is being enhanced through the additional money for Primary Care Networks and therefore focus will be on developing the team and the outcomes needed for this work in line with a West Sussex approach.

Our work on the Wellbeing Hubs programme will continue to develop and form the focus of a partnership approach with WSCC.

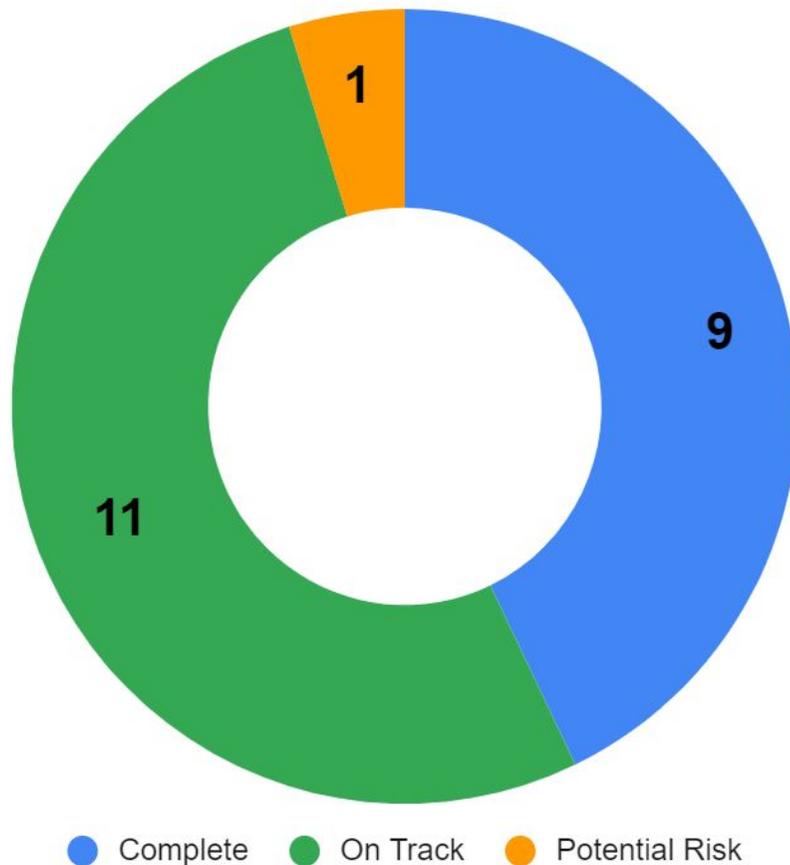
Engaging Young people - The focus we take around young people will form part of our review work to ensure that we work more effectively with our partners and communities.

Safeguarding vulnerable residents - We have more work to develop our approaches across the Councils to safeguarding and with WSCC especially

around the adults agenda where some of our referrals are not being accepted.

Championing volunteering among the Councils' staff - There will be a refresh and reboot of the Councils' volunteering policy and approach to support of charities at work, called Giving.

Commitment Tracker



Overview : last six months

In recent months, we have seen a significant acceleration in activity in the sustainability agenda from a good baseline position. The most significant strategic development has been with the councils' declaration of **Climate Emergency** in July, through which the councils committed to work towards becoming **carbon neutral by 2030** and to produce a plan to achieve this. The plan is brought for approval to this committee in a separate paper ahead of the January 2020 target for its completion. As such, Adur & Worthing Councils become the first local authority in East or West Sussex to develop their plan backing up their Climate Emergency declaration.

We have also received confirmation of a major £32m government funded project which will see Adur & Worthing leading nationally on the testing and trialling of multiple, connected, **smart local energy systems**, details of which will be presented to this Committee in January 2020.

Our work to engage with the wider community on the sustainability agenda is building, with the councils hosting an event for those involved in our **local food** system in September, exploring how to improve support for local producers and sellers. A **Climate Conference** is being organised for March 2020.

Platform Highlights : last six months

The development of **easitAdur & Worthing**, a travel discount scheme for employees of the council and businesses across Adur & Worthing now available to 25,000 employees.

The establishment of **LEAP**, the Local Energy Advice Partnership with Agility Eco, and West Sussex local authorities. This has benefited 121 residents with home energy visits where 528 energy saving measures installed, giving savings of £232,000 through energy savings, energy switching and benefits identification.

Following commitment to become **Plastic Free** and reduce the use of single use plastics, the councils have delivered a range of actions including supporting the launches of a further three community campaigns: **Plastic Free Worthing** (Transition Town Worthing), **Refill Shoreham-by-Sea** (Emma Criddle) and **Refill Lancing** (Keep Lancing Lovely).

Installed a further 20kW **Solar PV array** on the Shoreham Centre to deliver a predicted 32 tonnes of carbon savings annually from this and the Portland House 30kW PV array.

Developed a draft Adur & Worthing **Local Cycling and Walking Infrastructure Plan** as first take steps towards developing safer and easier cycling and walking provision across Adur and Worthing.

The **bathing water quality** in Adur and Worthing has been maintained or improved, with Shoreham Beach rising to Excellent from Good this year.

Our **Brooklands Park** summer and autumn events have welcomed several

hundreds of families to the park to engage in activities as far ranging as building bug hotels to pumpkin carving. In October we shared the next iteration of the Masterplan for the park to those who attended the Halloween half term event.

In July 2019 JSC approved the purchase of the first vans for the council fleet as part of the planned transition of the **council fleet to ultra low emission vehicles** as part of the fleet replacement programme.

For 2019 there was one new **Green Flag award** obtained for our parks. For 2020, there will be 2 new sites submitted for the award. All the management plans have been rewritten for all of the present sites to ensure that biodiversity is a major aspect of the plans. Ensuring that for the plans going forward over 5 years that there is an increase in biodiversity and change in our landscape management to enable this.

Challenges

Meeting the **carbon neutral target for 2030**. The Carbon Reduction Plan provides a robust and ambitious plan which will require resources and major transitions in a number of areas, including the development of strategic options for offsetting.

Securing the **commitment** of other organisations, businesses, communities and individuals to adopt similarly ambitious carbon reduction plans to deliver carbon reduction area wide will be very challenging and require significant leadership and engagement for the long term.

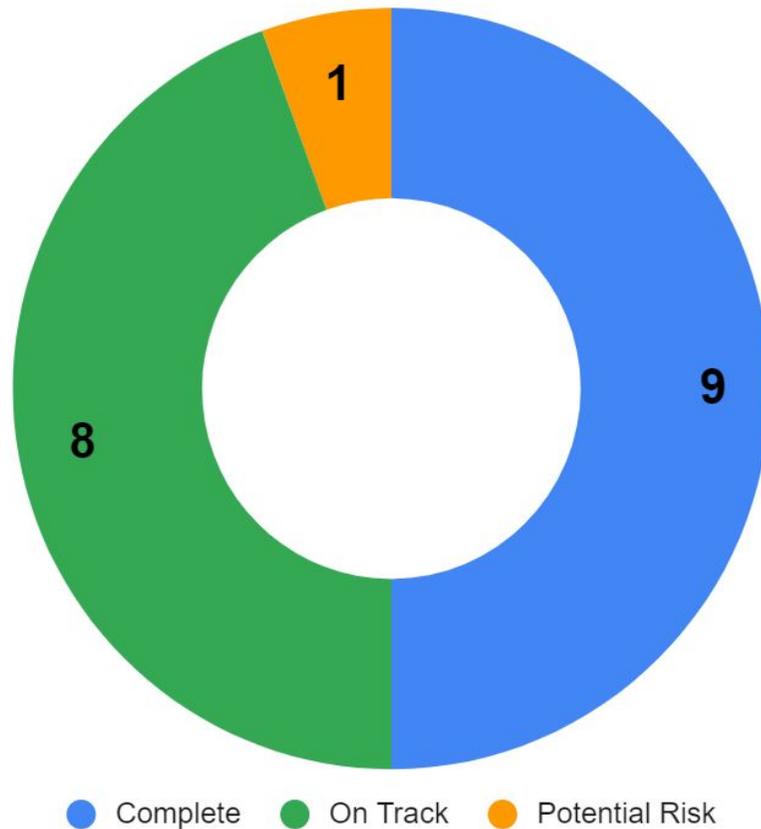
Future Focuses

Four new areas have been identified for inclusion into the refreshed Sustainable AW framework: **shared leadership, food, climate resilience and land use & planning.**

A range of **community engagement events** are being organised for 2020

A **quarterly publication *Sustainable AW*** will provide a communications platform for both council stories and stories from community groups and other organisation to share progress, and build an increasingly active network.

Commitment Tracker



Overview : last six months

Our “**Effortless**” customer services programme has driven a wide range of improvements in how we support our customers. There are now **45 customer champions** across the organisation, helping deliver a range of improvements and working to meet our new **Good Service Standards**. Training has been developed for complaints handling, plain english and good customer service, and customer satisfaction ratings in the contact centre are very high, with **94%** feeling their query was handled fairly, and **98%** reporting our agents as dealing with them politely. The percentage of calls answered has markedly improved, supported by the delivery of **online self service** in several areas.

Our digital team has worked well with service areas to deliver online services, notably a new improved **garden waste service**, accompanied by a number of improvements to **route optimisation** and delivery scheduling that have significantly supported the transition to **alternative weekly collections**. Take up of the Adur Homes repair service has improved with increased promotion, and the Revenues & Benefits transformation programme has made good progress with a text message payment reminder service about to launch.

A **garden waste advertising campaign** has been very successful, tied in to the launch of the online service, with sales on course for 100 new subscriptions in November alone.

Both Councils' **Strategic Property Investment Funds** have well exceeded their income targets, and in 2018/19 **procurement savings of £356,000** were delivered, substantially exceeding the £200,000 per annum target.

Platform Highlights : last six months

- **Online garden waste service** launched, allowing rolling 12 month subscriptions and online payment.
- **Website refresh** project launched with customer research phase underway.
- Garden waste **advertising campaign** launched, successfully increasing sales.
- Continued successful delivery of the **strategic property investment fund**.
- Successful development of the **budget strategy for 2020/21**.
- National leadership of a project to develop a **service design apprenticeship**, across private and public sectors

Challenges

- We will focus on the development of a **strategic asset management**

plan, enabling longer term planning for the improvement and maintenance of our estate.

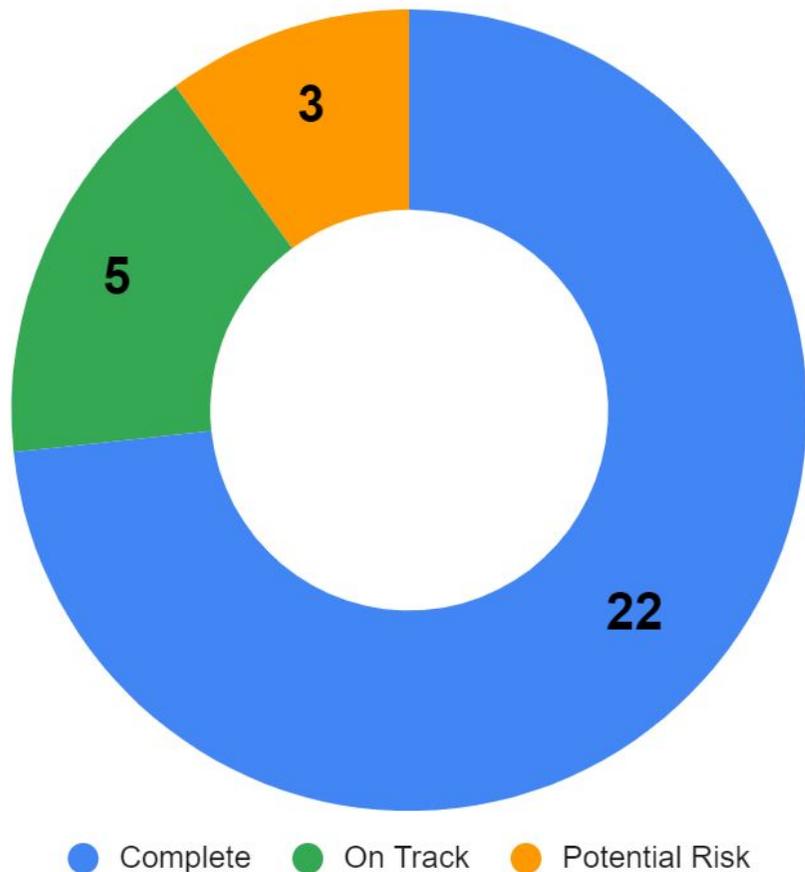
- Developing further approaches to **digital inclusion** to accelerate uptake of online services.
- Maintaining the higher levels of service achieved in 2019 in the **contact centre**, in the context of budget savings requirements.

Future Focuses

- Increased focus on our **commercial services**, business development, sales and marketing.
- Further focus on developing our **SameRoom service design** practice and methods, helping services undertake customer-centred service change.
- Creation of a **Facilities Management procurement framework**, establishing a stable of accredited suppliers to support facilities management across Adur Homes, corporate, commercial and community properties.
- Development of a **strategic asset management plan**.
- Delivery of the **Effortless** customer service improvement programme.

- Deeper implementation of our **CRM** (customer relationship management system) is needed to improve visibility of progress in the contact centre. This work is underway.
- Development of a single **digital asset management system** for use by multiple teams to improve efficiency of fieldwork, issue reporting, data management and access.
- Full implementation of a new **HR & Payroll system**
- Delivery of a **new public website**, increasing accessibility to our new online services.

Commitment Tracker



Overview : last six months

Central to the approach outlined in *Platform for our Places* has been the need for the Councils to reposition themselves and work with partners to respond to the opportunities and challenges our communities face. Over the past six months we have continued to engage and take-up positions of leadership across our communities and region. As we look forward to going further to develop the position of the Councils and our places, building on our 'Platforms approach'.

Platform Highlights : last six months

LGA Awards 2020: Shortlisted as one of six for Council of the Year. In recognition for our innovative way in delivering services and leadership within our communities based on our Platforms approach.

Engaging our Communities: The Councils published draft principles and staff toolkit to inform our communities understanding, and assist the Councils' staff in how the Councils design, manage and conclude engagement activities. This will be finalised in early 2020.

Leadership in our City Region: The Leader of Worthing Borough Council has taken up the Chairmanship of the Greater Brighton Economic Board. He is also representing District and Boroughs regionally on the boards of the Coast to Capital Local Enterprise Partnership and Transport for the South East.

Preparing for EU Exit: The Councils have actively monitored monitor developments at a local, regional and national level in preparation for EU Exit.

We have engaged with partners across the public, private and community and voluntary sectors to stay informed about any emerging issues and ensure effective planning for any possible impacts to our communities.

Supporting Democratic Participation: Organising the conduct of the General Elections across Adur and Worthing on 12 December.

Launching the **Modern.Gov Committee System** including new website to display information about committees and Elected Members. This will make it easier to search for information on the website and provide a publicly available app which makes the use of tablets at meetings (and prior to them) a much more accessible option. Committee agendas and reports can now be viewed at [Modern.Gov - Committee Structure](#)

Challenges

Responding to uncertainty and change: Ongoing uncertainty about EU Exit presents challenges for our partners. We have engaged with strategic partners so that we are in a better position to discuss appropriate supports when they are identified. Change in leadership at West Sussex County Council also requires the Councils to engage with its new leaders to reaffirm and identify new opportunities to work together.

Future Focuses

Engaging with our Businesses: We will seek to expand our business network, including through the Adur and Worthing Business Partnership, to

allow new partnerships to be created. This includes getting 'out and about' and visiting more businesses.

We also need to work with key town centre partners to demonstrate real partnership working and added value, and significantly shift the aesthetic feel of our town centres, especially Worthing and Lancing.

Digital Council: We will continue to integrate our digital enhancement approach for both Councils and Committees.

Platforms for our Places: Going Further: We will now move to the next iteration of the Councils' approach and ambition for our places. While *Platforms for our Places: Going Further* represents a revised approach it will retain the broad thrust in its predecessor.