



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
3 December 2019
Agenda Item 6
Worthing Council
17 December 2019
Adur Council
19 December 2019

Key Decision [No]

Ward(s) Affected: All

Platforms for our Places - Going Further (2020-2022) : Unlocking the Power of People, Communities and our Local Geographies

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1 A sister paper on this Joint Strategic Committee (JSC) agenda reports on the conclusion of the Councils' three year programme of activity "Platforms for our Places 2017-2019". That report updates on progress over the three year programme against the commitments set out and picks up some of the lessons learnt following review.
- 1.2 This paper sets out a draft direction of travel to guide both Councils through the next three years. It suggests organic evolution rather than dramatic revolution, the title *Platforms for our Places : Going Further* reflects the fact that we suggest retaining the five Platforms (and the concepts behind them) and seek to build on some of the significant progress made over the last three years. It builds on the idea that the Councils cannot and should not seek to do everything for everyone, but that their role is repurposed to cover provision of essential services and safety nets as well as the creation of Platforms upon which others in our community are able to create and sustain the healthy, prosperous and self-sufficient communities that our places require over the medium and longer term.

1.3 The document slightly re-purposes the five Platforms to be:-

- Platform 1 - Prosperous Places
- Platform 2 - Thriving People and Communities
- Platform 3 - Tackling Climate Change and Supporting our Natural Environment
- Platform 4 - Good Services and New Solutions
- Platform 5 - Leadership of Place

Under-pinning each are a series of commitments for the Councils (and a range of key stakeholders) to create, sustain, or further develop the Platforms.

2. Recommendations

- 2.1 The Joint Strategic Committee is invited to consider the draft *Platforms for our Places : Going Further* approach, to comment and make suggestions on its contents and recommend its approval to both Councils as a key core strategic document for the next three years.
- 2.2 That Adur District Council considers the draft *Platforms for our Places : Going Further* document and any comments and observations from Joint Strategic Committee and endorses the approach as one of Adur District Council's strategic documents for the next three years.
- 2.3 That Worthing Borough Council considers the draft *Platforms for our Places : Going Further* document and any comments and observations from Joint Strategic Committee and endorses the approach as one of Worthing Borough Council's strategic documents for the next three years.

3. Background

- 3.1 *Platforms for our Places : Going Further:* We believe Adur and Worthing are each rather special and contrasting places. They are places of difference, with incredible variety given the relatively small land areas that we cover. Relationships between key partners are generally good and give us potential to seize opportunities presented in our financial and social economies. However, we live in interesting and at times challenging times and the context in which we operate changes fast. In discharging our roles as community leaders, resource allocators, advocates and champions for our places we need to focus our energies on creating the right conditions for the long term

health and prosperity of the communities we serve. Given the financial and other challenges we (and many partners) face, we need to do more to develop the underlying platforms that will enable others to help build that longer term health and prosperity.

- 3.2 Over the last three years the Councils have successfully used *Platforms for our Places* as a compass to help set direction. The document identified why Platforms are important (they form the foundations for great community activity ... including our business community) and the approach recognises that in a world in which many feel the benefits of globalisation are passing them by, a focus on local places and activity in local communities can be of profound importance to the fabric of our communities.
- 3.3 When both Councils agreed Platforms for our Places as a direction of travel in December 2016 all acknowledged that it was an ambitious agenda for two relatively small Local Authorities to take on. The sister paper on this JSC agenda makes clear that we have not completed everything we set out to by the end of this calendar year (though it is worth noting that the refresh that we undertook 18 months ago enabled us to delete a number of the activities that we had already completed at that stage).
- 3.4 We have reviewed our approach (and the ambition behind it) and believe we should retain its broad thrust as our compass for the next three years.
- 3.5 Members will note in the draft Platforms for our Places : *Going Further 2020-2023 (Attachment A)* that whilst the five Platforms have been slightly reworked they fundamentally still seek to build and maintain the core Platforms that we have been working with.
- 3.6 Members will note that a number of the key themes, concerns and challenges that have emerged over the last 18 months are incorporated. These include: housing supply, declining town centres, climate change and carbon neutrality, digital infrastructure.
- 3.7 Again under each of the five Platforms we set out a series of commitments comprising activities that are deemed key to building and maintaining the Platforms (or enabling or regulating their use). By “Commitments” we mean serious statements of intent. We intend to use our best endeavours to bring them about within the timeframe set out. The document makes reference to a number of dependencies on partners in order to achieve things and we know that leading places well is not easy. It is complex stuff and got right the benefits as we can see are real. Our Councils are already making significant

progress across a number of these Platforms, as well as beginning to develop a much stronger skills set and organisational capacities and capabilities by our desire to actively learn from what goes well and what less well.

- 3.8 Members will note that some of the commitments are rolled over from the preceding *Platforms for our Places*. Where we have not made the progress that we wished to (and the objective still remains important) then we have taken them forward. And of course other priorities have emerged over the last three years and are identified as significant value creating issues.
- 3.9 And it's worth saying that the commitments set out in *Platforms for our Places : Going Further* are not "all that we do". We have no intention of rowing back our efforts on improving universal services and providing essential safety nets for those in need. But that simply is not enough any more. In the long term interests of our places and the communities we serve we need to be ambitious about taking significant action to deal with some of the challenges we face and seize some of the opportunities that we know arise.

4. Platforms

- 4.1 Members will note from the attached draft document ([Attachment A](#)) that whilst the Platforms remain generally the same, they and the underlying commitments are nuanced differently.
- 4.2 Whilst it is not the purpose of this report to rehearse at length the details in every Platform it is worth perhaps acknowledging a more strategic approach to:
- Housing
 - A much more systemic approach to achieving carbon neutrality
 - Supporting our ecological systems
 - Seizing the opportunities of new digital infrastructure and the fourth industrial revolution
 - Using service design (and our internal digital capacity) to significantly improve our service offer
 - Commercialising our services where it makes sense

5. Resourcing It

- 5.1 *Platforms for our Places : Going Further* has been developed in parallel with our Medium Term Financial Strategy (a 3-5 year view of known financial issues) and in particular in parallel with the draft budget for the next 12 months. "*Going Further*" is a three year programme and therefore enables our

next three annual budgets to be set within its parameters. Budgets are, after all, the financial expression of the democratic policy will.

- 5.2 Specific reference is made across Platforms to on-going work around our Financial Strategy and commercialisation of services. Whether that's utilising land, data, better marketing or sales of our existing services, this is an area in which we have no choice but to continually "up our game". Put simply, unless we are successful in this domain we would have little choice but to reduce our service office. That is not something that to date Members have wished to see ... and over the last three years we have been successful in bringing in the new revenues that we sought. We cannot be complacent about this and therefore on issues such as creating the new Corporate Landlord function we know that investment will be needed in order to bring about the improvements we require.
- 5.3 If the Joint Strategic Committee and both Councils approve the draft document, then a number of the commitments will become part of the "day job" of relevant officers. Others (a number of significant ones) may require separate Business Cases to be developed as part of the political decision making, leading to their delivery. Nothing in *Going Further* takes away the need for usual decisions on key projects and activities in line with our constitutional requirements.
- 5.4 The document touches on growing our capacity. Over the last three years we have developed a series of new skill sets and organisational capacities. This hasn't happened by accident, but by design and investment. We are fundamentally asking a number of our staff to work in very different ways and therefore it is essential we support them to build the required skills.

6. Communicating Platforms for our Places : *Going Further*

- 6.1 If agreed by JSC and both Councils the document will be better designed for wider consumption (including the creation of good digital content and collateral to help with communication internally and externally). The previous document has proved helpful in drawing attention to Adur and Worthing and gaining recognition for our innovation ... and ultimately bringing attention and investment capital into our places. Our intention is to use *Going Further* in a similar way.

7. Progress Reporting

- 7.1 Our intention is to stick broadly with the approach that we have used over the last three years. In terms of oversight the ordinary line management and accountability chains ensure progress, challenge and support where things don't progress as hoped and potentially a degree of peer challenge to get the widest degree of understanding and ownership of some of the more complex commitment areas.
- 7.2 The Chief Executive and the Directors look on a fortnightly basis at particular themes and issues and every six months have a "deep dive" across all five Platforms. This work forms the basis of six monthly progress reports to both Joint Strategic and then to Joint Overview & Scrutiny Committee, enabling public reporting and democratic oversight and challenge. We have also sought to keep key strategic partners engaged (and reminded of their commitments and obligations) where that has proved necessary.

8.0 Financial Implications

- 8.1 The priorities set out in Platforms for our Places : *Going Forward* will form the context for the development of the Councils' revenue and capital budgets over the next three years. Individual commitments that require new budget allocations will be the subject of individual decisions as and when required.

9.0 Legal Implications

- 9.1 Section 111 of the Local Government Act 1972 provides Local Authorities with the power to do anything ancillary or incidental to the discharge of their functions.
- 9.2 Section 1 of the Localism Act 2011 provides the Councils with a general power of competence and empowers Local Authorities to do anything which individuals generally do, provided not prohibited by pre-existing legislation.

Background Papers

Platforms for our Places (adopted by Adur District Council 15 December 2016 and adopted by Worthing Borough Council 20 December 2016). *Platforms for our Places* six month progress report to Joint Strategic Committee - 9 July 2019

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Sustainability & Risk Assessment

1. Economic

Platforms for our Places : Going Further becomes one of the key documents for establishing the priorities of both Councils over the next three years. Specific Action Plans are set out in detail in the draft *Platforms for our Places : Going Further* documents.

2. Social

2.1 Communication and Engagement

The issue of developing our reputation in a variety of ways is a consistent theme across all Platforms within a continued desire to communicate our approaches well.

Platforms for our Places : Going Further has been drawn from a variety of sources over the last 18 months. Sometimes this is a product of formal consultations, sometimes formal meetings where thoughts, views and ideas are raised, other times more informal consultation and discussions. Its compilation has been part art and part science and as a major piece of the policy framework of both Councils is for the democratically elected representatives of the communities of Adur and Worthing to determine the work of the Councils over the next three years.

The need for strong and consistent partnership working and building and managing strong relationships is set out in detail throughout the document.

2.2 Equality Issues

Each of the five Platforms addresses specific issues of inequality. Whether that's providing better emergency and temporary accommodation for homeless families, addressing disabling mental health conditions or ensuring local SMEs have a level playing field for bidding for Council contracts with "big boys" equality of opportunities is a thread that runs throughout the document.

2.3 Community Safety Issues (Section 17)

Community Safety is one of the specific issues addressed under Platform 2.

2.4 Human Rights Issues

There are no specific Human Rights issues arising from this report.

3. Environmental

Tackling Climate Change and Supporting our Natural Environment is proposed to become one of our core five Platforms with a range of commitments flowing from it.

4. Governance

Platform 4 specifically refers to a number of on-going pieces around procurement and its value in supporting other platforms.

Platforms for Our Places
“Going Further : 2020-2022”

Unlocking the Power of People, Communities and Places

Draft 1.2.2
11th November 2019

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1. **Platforms for our Places : *Going Further 2020-2023 ... An Introduction***

Leaders introduction (to be written)

2. Adur and Worthing in late 2019

In many ways Adur and Worthing are well placed for the future. A population of around 180,000 people that, compared to the UK as a whole, are more prosperous, healthier, more likely to be in work or accessing training and education, and are within easy reach of the glorious natural assets of our coastline and downlands. The economic benefits from the relative closeness to London and Brighton, create conditions that help develop prosperous, healthy, peaceful and innovative places over the medium and longer term, without having a “City feel”.

However, real challenges exist. Within the encouraging “overall average figures” we know that there are, and stubbornly remain, long term challenges faced by a number of our residents. Their prosperity, their health, their life opportunities their housing conditions etc. are not what they might be, despite the long term efforts of the Councils and our partners.

And in the world in which we operate considerable uncertainty exists. This requires thought, planning and building our adaptivity to new challenges when they arise. Even since the Councils started with our *Platforms for Our Places* agenda in 2017, we have seen our operating environments change:-

- a. **A range of new uncertainties in our business and financial economies.** The challenges of the “fourth industrial revolution” (big data, artificial intelligence, machine learning, virtual and augmented reality, etc.), significant changes in our retail sectors, growth in the creative, digital and cultural economies, an apparent reduction of “conventional jobs and careers”, and the need for new skills and critical issues for productivity (in particular our built and technological infrastructure).
- b. **Some of our communities are thriving, others less so.** We offer no “universal cookie cutter” approaches, but are gaining a deeper understanding of communities, what makes them work and what the different roles for the Councils and our partners working with those communities should be. New opportunities emerge almost weekly and over the last few years we have jointly taken some significant steps in developing more resilient and innovative communities.
- c. **The Climate Change agenda has rapidly grown in importance.** A number of residents and organisations are reviewing how they reduce carbon consumption and, as Councils we are working on carbon reduction and how we support our natural ecological systems and encourage them to thrive.

- d. **The resources available to the Councils to deliver services and tackle the challenges of the future have changed dramatically.** Whereas a decade ago, Central Government would provide significant grant to Councils like ours to deliver services, that is no longer the case. We have responded by commercialising services, investing in assets that produce new income streams and using digital models and tools, to increase the quality and reduce the cost of services. And we need to continue and accelerate this work.
- e. **National and international political uncertainty exists at the time of writing.** As the UK responds to its future relationship with the European Union there remains very many unknowns and considerable amounts of Whitehall attention that would otherwise spent on developing other policy has been consumed.

And, from our perspective in each of these uncertainties there lie real opportunities as well as risks. We set out in this document how we intend to develop our existing *Platforms for Our Places* approach that has served us well over the last three years ... and *Go Further*.

3. A Snapshot View of Our Places in late 2019 ... through the 5 platform lenses:

Economic Places:-

As the UK emerged from the end of the 2008 recession the tail was a long one. Over the last three years or we have seen a significant picking up of investment interest and delivery from a number of major employers and investors in both the commercial and residential property sectors. Similar, smaller scale, investments in our creative and digital economies have been taking place. For the most part after the Brexit vote in June 2016 many of our businesses have taken proactive steps to respond and a number of our manufacturers and exporters have found the fall in the value of Sterling has created an opportunity to trade on more favourable terms. We continue to enjoy high employment rates (although not always in jobs sufficiently high in the value chain or that are available to all of our residents). Our growing cultural, creative, digital, maker and engineering sectors are showing encouraging signs of our diversification beyond some of our traditional “home industries” to create a more resilient longer term economy. Our Further Education sector is growing in strength and numbers, and whilst we continue to lack University presence at real scale, Greater Brighton Metropolitan College is shortly to offer a number of University level degrees in Worthing on behalf of the University of the Arts London. A number of challenges to road and rail infrastructure remain (and represent some of the down sides to our highly competitive geographic location within striking distance of London, Gatwick and Brighton & Hove).

Worthing and Shoreham have recently been announced as places for significant investment in Ultrafast Broadband (with full fibre gigabit speeds direct to the home and business premises). We believe this will create a strong growth catalyst.

Demand for both commercial and residential property remains strong although delivering new homes on the scale needed to support our local economies remains challenging. A number of our major projects have progressed well over the last two to three years in central Worthing and central Shoreham in particular. By their very nature major projects take a considerable time and are heavily reliant on investment capital appetite in cyclical economies. As Councils we are seeking to make our places highly desirable to investors (including State funded investment bodies) by clearly articulating the opportunities and benefits they offer.

Our business sectors regard us as reliable partners in creating strong environments which enables them to make long term commercial decisions to the benefit of our places and communities.

And we know that the macro-environment in which our businesses operate is changing fast. The data and digital economies; the challenges of low productivity; the need for constant innovation; clean, sustainable and inclusive growth and a workforce with the skills needed for business today and tomorrow are all significant challenges that the Councils are committed to supporting our businesses not just to meet, but to thrive within.

Places for People and Communities:-

Three years ago we saw that the demographics of Adur and Worthing were beginning to change. Whereas perhaps a decade ago our demographic picture would have seen a very high number of people over the age of 60. Whilst still a significant part of our population, we are now seeing a significant rise in young people and younger families.

A growing younger population is likely to continue over the medium term. And whilst our ageing population is an extraordinary, and at times untapped resource within community, it inevitably creates new needs, desires and capacities on our communities and public services.

Adur and Worthing are often regarded as affluent parts of the South East of England. Whilst many of our residents do enjoy good standards of living, others face a number of challenges that are often the downside of living on modest incomes in relatively prosperous areas. Real challenges exist in the fields of access to housing, skills, work, physical and mental health, addictive behaviours and accessing the natural resources of our place.

Housing across all tenures remains perhaps our most significant challenge. The supply-demand equation is challenging in all sectors and tenures, particularly in the supply of affordable housing in a relatively high cost area. These supply side challenges are matched at times by contradictory national policy and international market trends. The Councils and our Registered Social Landlord colleagues have to be innovative in seeking to balance supply and demand.

We work well on health and wellbeing issues with the NHS, County Council and social care providers. Adur and Worthing have developed a reputation for focussing on place based health, particularly around GP surgeries and their communities, and some of our longer term interventions are providing encouraging results and receiving national recognition.

Our Community and Voluntary Sector has developed well over the last three years, and has more to do to build the capacity

to stimulate and drive social innovation and social financing required to create the solutions our communities need.

Our schools, particularly at the secondary level, are improving fast and increasingly providing our young people with the education and life starts required to develop their potential and compete in highly competitive and fast changing jobs markets.

It remains an important testimony to the resilience and entrepreneurialism of our communities that even for our most financially deprived residents, they are clear they want a “leg up” not a “hand out” and they want a stake and a voice in the way things are run. From ownership of community centres or allotments, to co-designing the services and solutions that they require. Individuals, families and communities can come together and seek from their Councils, not a solution to everything, but a platform to stand on to launch forward into healthy, prosperous and self determined futures.

Places with a Valued Natural Environment:-

Over the last three years the interest in climate change and protecting and supporting our natural environment and ecologies has grown considerably. The valued natural environments of Adur and Worthing (marine, rivers, downlands, parks, open spaces and woodlands) have been one of our greatest mobilisers of community interest and activity.

Adur & Worthing Councils have stepped up our games considerably, and we have worked well with a variety of community groups and organisations to further our mutual agenda. In late summer 2019, both Councils declared Climate Change Emergencies and committed to carbon neutrality by 2030. A detailed Carbon Reduction Plan is currently being finalised to ensure that 2030 target is met. Our approach across our places will extend more widely to include energy, water, transport, waste reduction, biodiversity, food, climate adaptation and resilience, shared leadership and learning.

Places for Services & Solutions:-

Adur & Worthing Councils have sought to bring innovation into a range of our services, (commissioned solutions and challenged ourselves to ensure services meet the needs of our communities.

In the face of some very difficult financial pressures services have largely been maintained and others have been spun out into free standing social businesses capable of driving their own successful futures. We have invested in digital applications and prudently tried to commercialise some of our services to ensure that revenues generated can replace monies reduced by Central Government grant reductions.

Our businesses and residents are now getting better services from us, with our investment in digital platforms now showing long term benefits.

We have developed honest and at times challenging relationships with a number of stakeholders and partners. This has meant that we can agree to work together and “get on and do” and yet at times disagree and still “get on and do”. Increasingly people, partners, business and communities want the Councils to “get out of the way” and let them lead their own places and communities. We are happy to do this where it makes sense and to create platforms for people to do great things in their communities. As Councils we recognise our responsibility to ensure equity in, access to and use of these Platforms. We notice a strong and continued desire in a world of increasing complexity to try and bring things back to “local level”. Not everything is about aggregating up to the largest, most efficient financial scale possible; very often the longest term “efficiencies” come from the power of doing things locally, at the human scale.

Places of Civic Leadership:-

Over the last three years Adur & Worthing Councils have played their part in strengthening and expanding the network needed to work together, plan together and influence together on behalf of our communities.

We have a sound Local Strategic Partnership, “Waves Ahead”, which creates networks across our areas and beyond. We lead and participate in a range of partnerships (business, investment, health, community safety, etc.), and have put considerable time and energy into skilling people across Adur and Worthing in the techniques of Systems Leadership.

Whether it's advocating for our places to institutional investors, making decisions about the long term digital infrastructure of our places or framing community based projects for the NHS, our politicians, staff and colleagues from other organisations have shown they can come together to make things happen.

And, in uncertain times, we have retained an important focus on emergency planning and civil contingency. The tragic events of the Shoreham Air Show crash, in 2015, threw into sharp focus the importance of being able to respond rapidly and well to any emergency situation.

We know that there will be inevitable and healthy policy difference among our elected members on particular issues. We also know there is a strong consensus around the level of ambition for our places and our communities. This ambition extends into our communities to participative community leadership as well. This is a healthy indicator for our future and an energy to be used wisely.

4. Platforms for Our Places “Going Further 2020-2023” What’s the Idea?

Between early 2017 and late 2019 Adur & Worthing Councils direction of travel has been set by *Platforms for Our Places*. The idea behind it was that whilst the State (in this case us as local Councils) could not (resource wise) and should not (to inspire collective ownership and activity of agendas) seek to be all things to all people, or be the only or primary actor in any given field or policy area. We as Councils can only be part of creating healthy, prosperous, happy and dynamic communities that the people of Adur and Worthing tell us they want to see ... and we need to work with others and share leadership with a variety of other players to maximise our contribution and chances of success.

Therefore in five key areas - Financial Economies, Social Economies, Stewarding Natural Resources, Services and Solutions and Leadership of Places - we aimed to create, sustain and collaborate on a variety of “Platforms” that enabled our outcomes to be delivered in a sustainable way that strengthened the capacity of our places over the medium and longer term. Against each of the Platforms we set a number of “commitments”, where we as Councils (together with a variety of partners) would come together to deliver significant activities or projects that would have real impact upon our places. 18 months into the programme we revised and refreshed our approach. (Fundamentally because a number of things had been achieved and a number of newer emerging themes had come up). Every six months we have publicly reported our progress and we have been struggling, and have sought to ensure that our learning along the way is fed back in to our future activities.

In reviewing that three year period (in December 2019) it might have been tempting to decide to drop the approach and come up with something “shiny and new”. We thought hard about this and have decided that progressive evolution is better than radical revolution. The approach to date seems to have worked. We have (arguably) got more done than if we had stuck with a regular “Corporate Plan”. We managed to bring a variety of stakeholders together around key issues to co-design and deliver significant work. We have been able to explain coherently what we have been trying to achieve and why. We have also been open in recognising that it doesn’t cover everything we do, and is primarily aimed at activities to improve our collective futures and have been open where things have not progressed as well as they might .

This approach was unashamedly ambitious. At the end point in December 2019 we will not have achieved 100% of everything that we listed. Whilst learning from the reasons we didn’t “get it all done”, we intend to progress beyond this point with an equally ambitious agenda.

The *Platforms for Our Places* approach has enabled us to focus our attention on a number of issues that both Councils believe matter to their residents; build critical partnerships with a variety of stakeholders and, internally, develop a different culture (and adaptivity) which can set us apart from some other municipal bodies. We hope that shift in culture will enable us to *Go Further* with our ambitions.

So we therefore decided to work with what we have already achieved with a little less conversation and explanation and a little more action. The case is made and proven and we can now build upon the foundations we have created.

We have listened carefully to the views of a number of our partners. Whilst they might wish to change some of the language, the framing, and some shifts of emphasis, the view is that there is nothing fundamentally missing from the “essential to do list” and they appreciate the level of ambition and our desire to keep *Going Further*.

When we talk about “Platforms” we are thinking about the foundations that are required for the people and communities of Adur and Worthing to lead happy, healthy, prosperous and connected lives.

In our increasingly volatile, uncertain, complex and ambiguous world individuals, communities, businesses and civic society need points of stability and “Platforms” on which they can plan and build their lives, opportunities, prosperity, wellbeing and social endeavours. Few plants can put down stable routes in shifting sands.

Our Financial and Social Economies rely upon reasonably stable foundations (Platforms) in order to make short, medium and longer term decisions in uncertain worlds. The more certainty those sectors have about the Platforms that we as Councils provide, and that they function well, the more likely they are to make those important long term commitments to our places.

Platforms will at times need to be created where the market or society can't or won't be able to, or where practical reality or equity requires it. If some people are unable to access the opportunities that Platforms create, not only do those individuals potentially miss out to the serious detriment of their long time life chances, but unhelpful schisms are created in our society to the detriment of all. This potentially weakens the very fabric of the Platform itself (and the peaceful and prosperous outcomes that we seek for our places).

In late 2019 we are clear that both “soft” and “hard” infrastructure is vital to creating the strong Platforms that create and sustain thriving and self sufficient places. By “hard” infrastructure we mean things like road, rail, broadband, housing, schools etc. and by “soft” infrastructure we are talking about the means to enable healthy individuals and communities, including a strong sense of wellbeing, civic participation, social innovation, social enterprise, community resilience, participation in arts, culture, sports and the preservation of great natural environments.

Platforms therefore come in many shapes and sizes. In the next section we talk specifically about how we *Go Further* in developing the Platforms built over the last three years to ensure they are strengthened, adaptive, well used and as inclusive as we can make them.

5. Platforms for our Places *Going Further* our 5 Platforms

Platform 1 - Prosperous Places

Over the last three decades our national awareness of the importance of a strong financial economy underpinning successful regions, places and communities has grown.

Our financial economies create jobs, circulate money and value, create business opportunities, provide capital investment and create new opportunities for residents to learn, innovate and develop. There is also a growing understanding that there is a desirable balance between the opportunities of global economies and international markets and those of businesses focussed on more local markets. This picture will of course change with the UK's exit from the European Union. Long term economic resilience of our places requires a healthy balance between sectors, skills, business sizes and capacity to research and develop, innovate and scale ... as well as a significant and on-going focus on productivity as a competitive advantage.

There is no "one" financial economy. We need to think about financial economies on a sectoral basis if we are to build valuable platforms. And in order to help our local financial economies thrive it is vital we understand how they work. Over the last three years we have gained much better data and valuable knowledge of our sectors and businesses, their dynamics and dependencies. We better understand the place of our local economy in the dynamic regional economy.

As Councils at times we have taken a financial stake in our local economies to catalyse investment in our places. We have invested in land and put up buildings, we have formed new and productive partnerships and gained a real advantage from being able to tell the story of our places well, particularly to potential investors. We've led the way in bringing gigabit capable fibre infrastructure to our areas, the first in the South East, and attracted significant commercial investment (approx. £25 million) that will see 40,000-50,000 home and business premises provided with gigabit speeds over the next two-three years.

Our relationships with businesses are very strong (they tell us that) and we have become more skilled at championing their cause when opportunities arise. Now the fundamental challenge for business (and everybody else in our communities) is to respond skilfully to a rapidly changing global economy and understand what this means for national, regional and local firms, communities and employees. We know many of the ingredients needed to create valuable long term platforms for healthy

local economies; and that the fundamental challenges faced by all sectors mean that “business as usual” is not an option. We will support our businesses; our budding entrepreneurs; and those prepared to invest their energy and resources in responding to the new economy in Adur and Worthing.

To that end in creating prosperous places we intend to focus on the following themes and cluster our commitment activity around them:-

- Influencing and Partnerships
- Infrastructure Investment
- Promoting Inward Investment and Place Making
- Town Centres and Public Realm
- The fourth industrial revolution
- Clean Growth
- Developing our Creative Economy
- Productivity, innovation and skills
- Major Projects and Developments

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
1.1 Strategic influencing, key relationships and business partnerships	1.1.1 Play a leading role in Greater Brighton Economic Board , championing our economic objectives and key sector interests, including our growing creative industries sector.	Head of Place & Economy Head of Major Projects & Investment Head of Planning & Development	Greater Brighton Economic Board and its Partners	Ongoing Greater Brighton Five Year Strategic Projects
	1.1.2 Work in partnership with West Sussex County Council (WSCC) to deliver the agreed “Growth Deals” and One Public Estate projects.	Head of Place & Economy, Head of Major Projects & Investment, Head of Planning & Development	West Sussex County Council, developers, investors	Prepare a draft review early 2021 Complete Growth Deal actions Autumn 2022
	1.1.3 Work in partnership with Coastal West Sussex Business Partnership to develop a number of strategic programmes that will benefit the wider coastal area. The focus is: a) Develop business infrastructure (commercial space and innovation hubs) and support programmes that focus on innovation b) Digital capability and utilisation of gigabit connectivity by taking advantage of the County’s digital fibre programmes c) Create skills for the future – with a focus on STEaM, creativity and the entrepreneurial mind set.	Head of Major Projects & Investment, Head of Planning & Development	Coastal West Sussex, Coast to Capital Local Enterprise Partnership, partner local authorities	Autumn 2020
	1.1.4 Support preparation and delivery of the Local Industrial Strategy (LIS) in partnership with Coast to Capital Local Enterprise Partnership and	Head of Place & Economy, Head of	Coast to Capital Local Enterprise Partnership	Prepare an Adur & Worthing response to

	<p>ensure Adur and Worthing provide a distinct offer that:</p> <ul style="list-style-type: none"> a) attracts investment b) drives innovation c) delivers high quality office space d) supports the delivery of digital infrastructure, creative industries and visitor economy 	Major Projects & Investment		the LIS to be published March 2020
	<p>1.1.5 To consolidate our 'trusted partner' status and work with Adur & Worthing Business Partnership and Worthing & Adur Chamber of Commerce to develop strategy and promote learning opportunities.</p>	Head of Place & Economy, Head of Planning & Development	Adur & Worthing Business Partnership, Adur & Worthing Chamber of Commerce, Town Centre Initiative, local businesses	Ongoing
	<p>1.1.6 Work with partners to develop sustainable transport plans that support future local plan opportunities and demands. To include:</p> <ul style="list-style-type: none"> a) Sustainable Transport Improvement Plan (STiP) b) Local Cycling and Walking Improvement Plan (LCWiP) 	Head of Planning & Development, Head of Place & Economy, Strategic Sustainability Manager	West Sussex County Council, developers, investors and stakeholders	<ul style="list-style-type: none"> a) Spring 2020 b) Spring 2020
	<p>1.1.7 Work with partners to ensure our major transport assets our included in regional and national strategies through lobbying and influencing e.g. Shoreham Port /Shoreham Airport/Major Highways</p>	Head of Planning & Development, Head of Major Projects & Investment, Head of Place & Economy, Strategic Sustainability Manager	West Sussex County Council, TfSE, Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership	Ongoing

	1.1.8 Work with partners to lobby and influence investment into key road and rail infrastructure , with a primary focus on the A27, A259, the Brighton Mainline and the Western Coastway.	Head of Planning & Development, Head of Major Projects & Investment, Head of Place & Economy	West Sussex County Council, Highways England, TfSE, Greater Brighton Economic Board, Coast to Capital	Ongoing
1.2 Inward Investment and Place branding	1.2.1 Launch a place brand , promoting our place, identity to invest; attract inward investment; and to promote activities and interventions in relation to the visitor economy.	Head of Communications, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Town Centre Initiative Worthing Hospitality Association, local business partners	Spring 2020
	1.2.2 Prepare a new Worthing Investment Prospectus setting out clearly areas of investment focus, new industries and opportunities for innovation. A prospectus that shows we are committed to placemaking and invites investors to participate.	Head of Place & Economy, Head of Major Projects & Investment	West Sussex County Council, Coast to Capital Local Enterprise Partnership, business and investors	Spring 2021
	1.2.3 Build relationships with national and international investors ready to invest in the 'new economy', supported by Greater Brighton Economic Board's Pitch for Place proposition	Head of Major Projects & Investment, Head of Place & Economy, Head of Planning & Development	Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership, Investors and market analysts	Ongoing Pitch for Place established Autumn 2020
	1.2.4 Identify, target and monitor high quality funding bids to secure funds to support each of the platform commitments	Head of Place & Economy, Head of Major Projects & Investment	All relevant national and international funders and key local partners	Ongoing

1.3 Attractors for prosperity through place making (town centres, public space, public realm, public arts, cultural offer, seafront etc.)	1.3.1 Develop a 'town centre framework' that identifies the key interventions that can be made to promote the vitality and distinctiveness of our town centres.	Head of Place & Economy, Head of Planning & Development	Worthing & Adur Chamber of Commerce, Town Centre Initiative, Worthing Theatre & Museum, Chichester College Group, local business partners	Spring 2020
	1.3.2 Work with our partners to establish learning opportunities within the town centres (e.g. the 'learning town centre'), which contribute to the distinctiveness of our places.	Head of Place & Economy, Director of Digital & Resources, Strategic Sustainability Manager	Universities, Greater Brighton Metropolitan College, Green Platform advisors, digital and creative enterprises, community and voluntary sectors	Spring 2020
	1.3.3 To deliver a new flexible business/ learning space in Lancing and explore the potential to partner with HE/FE deliver employment and skills training (see 1.3.2).	Head of Major Projects & Investment, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Lancing Traders' Association, Lancing Parish Council, local businesses, Universities, Greater Brighton Metropolitan College	Spring 2021
	1.3.4 Establish a new delivery model that enables quick activation of redundant or neglected retail outlets in town centres , promoting new uses, activities and services.	Head of Place & Economy, Head of Major Projects & Investment	Worthing & Adur Chamber of Commerce, Town Centre Initiative, local businesses, landlords	Spring 2020 and ongoing

	1.3.5 Deliver a programme of public realm improvements in Worthing to enhance the town centre; promote its distinct offer; and to increase activity and promote sustainable travel.	Head of Place & Economy, Head of Planning & Development	West Sussex County Council, local businesses partners	Portland Road onsite - Spring 2020 Railway Approach - Summer 2021 South Street - Autumn 2022
	1.3.6 Deliver the Worthing Seafront Investment Plan : a) development of seafront shelters to create new cafes/restaurants b) redevelopment of the Beach Office into a key visitor destination c) secure and maintain the presence of a major seafront attraction d) develop a plan to upgrade East Beach to create added vibrancy and activation e) explore opportunities to deliver marine conservation activities	Head of Place & Economy, Head of Environmental Services, Head of Planning & Development, Head of Major Projects & Investment	Investors, business partners and West Sussex County Council	a) Ongoing to Summer 2021 b) Summer 2021 c) Ongoing d) Summer 2021 e) by Summer 2021
	1.3.7 Identify key properties that will improve the appearance of the seafront and retail areas in Lancing. Build and work with our partners to secure the necessary improvement.	Head of Place & Economy	West Sussex County Council, Lancing Parish Council	Ongoing - planning by Summer 2020
	1.3.8 Prepare a new Public Art Programme that supports new media and tech installations, having the ability to enliven public spaces. To include working with partners in the cultural and creative sector to deliver art installations / trails in key locations on the seafront.	Head of Place & Economy, Head of Planning & Development, Head of Environmental Services	West Sussex County Council, Town Centre Initiative, Lancing Traders' Association, Local businesses and Adur & Worthing Trust, Worthing Theatres & Museum	Spring 2021

	1.3.9 Deliver a programme of new opportunities for year-round events which bring interest and new experiences to our spaces, including street markets in Adur.	Head of Place & Economy, Head of Environmental services	West Sussex County Council, Town Centre Initiative Traders' Associations, Worthing Theatres & Museum, Local businesses	Annually
	1.3.10 Continue Bathing Water Quality enhancement work with partners.	Head of Wellbeing, Head of Environmental Services	PH&R/SW/EA/Foreshore/WSCC Highways	Ongoing
1.4 The fourth industrial revolution ... supporting digital inclusivity for business and delivering the technical infrastructure for the next 30 years.	1.4.1 Full fibre to 90 council sites, including CCTV and community centres.	Director of Digital & Resources, Head of Place & Economy, Head of Planning & Development	Cityfibre, West Sussex County Council	June 2022
	1.4.2 Support the emerging full fibre broadband provider ecosystem to engage with businesses and communities.	Head of Place & Economy, Director of Digital & Resources	Cityfibre, Worthing & Adur Chamber of Commerce, Town Centre Initiative, Greater Brighton Metropolitan College, University of Sussex	2020-2022
	1.4.3 Ultrafast broadband at Colonnade House creative hub.	Director of Digital & Resources, Head of Place & Economy	Adur & Worthing Charitable Trust	March 2020
	1.4.4 Engagement with mobile network operators on 5G investment and 4G coverage issues, including 4G "not-spot" analysis to identify coverage gaps.	Director of Digital & Resources, Head of Place & Economy	West Sussex County Council, Greater Brighton Economic Board	Summer 2020

	1.4.5 Work with our partners to establish digital opportunities within the Town Centres (e.g. the 'smart town centre').	Director of Digital & Resources, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Town Centre Initiative	Summer 2021
	1.4.6 Implementing an Internet of Things test bed.	Director Digital & Resources, Head of Place & Economy	Greater Brighton Economic Board, West Sussex County Council, University of Sussex, Brighton University, Brighton Digital Catapult	December 2021
	1.4.7 Development of a proposition for SME digital support, helping businesses make the shift to digital operating models.	Head of Place & Economy, Director Digital & Resources	Greater Brighton Economic Board, West Sussex County Council, Coastal West Sussex, Brighton Digital Catapult	December 2021
	1.4.8 Market our extensive fibre estate (90 points across the area) as a test bed for innovation in relation to 5G, intelligent transport, smart energy grid and other applications.	Director of Digital & Resources, Head of Place & Economy	Greater Brighton Economic Board, West Sussex County Council	2020-2022
	1.4.9 Develop "Digital & Creative AW" community news, helping showcase local digital & creative businesses and share digital place-making plans and opportunities	Director of Digital & Resources, Head of Place & Economy Head of Communications	All relevant partners	Commence Spring 2020
1.5 Clean Growth	1.5.1 Work with our partners to deliver sustainability initiatives for businesses in Adur and Worthing, showcasing new measures to reduce the carbon footprint.	Strategic Sustainability Manager, Head of Place & Economy	West Sussex County Council, Town Centre Initiative, Traders' Associations, Local business partners, The	Commence - Autumn 2020

			Sustainable Business Partnership	
	1.5.2 Prepare a ' Green Infrastructure Delivery Strategy ' for Adur & Worthing and as part of this, work toward a District Heating Network for Shoreham Harbour. Ensure that new developments are designed to incorporate energy efficiency measures and utilise the use of renewable energy.	Head of Planning & Development, Strategic Sustainability Manager	Shoreham Port Authority, local residents and businesses, statutory agencies and local authority partners	Heating Network feasibility study Spring 2020. Green Infrastructure Strategy Autumn 2020
	1.5.3 With partners, examine interventions and solutions to deliver an inter-relationship with the economy and social policy . Establish a delivery plan that highlights community and business solutions to 'wicked and complex challenges facing our places'.	Head of Wellbeing Head of Place & Economy Head of Planning & Development	Community Works, community and voluntary sector organisations, West Sussex County Council	Delivery Plan established by Summer 2020
1.6 Creative (and Cultural) Industries	1.6.1 Maintain a strong support for cultural development of our places and create opportunities for cultural and creative activity and enterprise to thrive.	Head of Place & Economy	Worthing Theatres & Museum, local businesses, higher education partners, community and voluntary sector organisations	Ongoing
	1.6.2 As part of managing and monitoring the contract with Worthing Theatres and Museum , take a proactive approach to promoting a programme of cultural activities which continue to improve the cultural offer for Worthing.	Head of Place & Economy	Worthing Theatres & Museum	Ongoing
	1.6.3 Work Proactively with local cultural organisations across Adur & Worthing to promote inclusive opportunities for participation in cultural activities.	Head of Place & Economy	Worthing Theatres and Museum, Ropetackle Arts Centre, Wordfest	Ongoing

	1.6.4 To work in partnership with Worthing Theatres & Museum to develop ‘ Let the Light In ’ at Worthing Museum.	Head of Place & Economy	Worthing Theatres & Museum	Stage One works begin Summer 2020 Stage Two works begin Summer 2021
	1.6.5 Establish a recognised and well-known music economy that provides a platform for artists to showcase their work, provides a talent identification model and promotes social inclusion opportunities for young people, all supporting the evening and night-time economy (ENTE).	Head of Place & Economy, Head of Wellbeing	Town Centre Initiatives, Worthing & Adur Chamber of Commerce, Worthing Theatres and Museum, local business partners	Summer 2020 review of progress
	1.6.6 Deliver the expansion of Colonnade House into a Creative & Digital Hub	Head of Place & Economy, Head of Major Projects & Investment	West Sussex County Council, community and voluntary sector infrastructure support organisations, higher and further education partners, local business partners	Autumn 2021
	1.6.7 Build upon Purple Flag status for Worthing and and explore further opportunities to create a diverse ENTE.	Head of Place & Economy, Head of Wellbeing	Town Centre Initiative, Worthing & Adur Chamber of Commerce, Colonnade House, local business partners	Ongoing
	1.6.8 Support a creative community that drives the creative industries sector across our places (e.g. filmmakers). To include exploring new opportunities for identifying new spaces and enhancing talent and skills.	Head of Place & Economy, Head of Wellbeing	Town Centre Initiative, Worthing & Adur Chamber of Commerce, local business partners, West Sussex County Council, Greater Brighton Metropolitan	Ongoing

			College, Coastal West Sussex, Association for Creative Industries	
1.7 Productivity, Innovation, Employment and Skills	1.7.1 Work with partners to explore and deliver a Business Innovation Centre , specialising in Advanced Engineering and Manufacturing, at Shoreham Airport.	Head of Place & Economy, Head of Major Projects & Investment, Head of Planning & Development, Director of Digital & Resources	Higher and further education partners, developers, Brighton & Hove City Council	Autumn 2023
	1.7.2 Work with partners to deliver a series of business-led initiatives focused on how digital technologies (including AI) can contribute to productivity and innovation gains.	Head of Place & Economy	Higher and further education partners, Worthing & Adur Chamber of Commerce, local business partners, West Sussex County Council, Coastal West Sussex Partnership	Early 2021
	1.7.3 With partners, establish a skills programme that ensures our population has the 'skills for the future' , with specific regard to new digital technologies (e.g. Digital Hubs or Schools). (See 2.2.2) and to help support the retention of skilled workers critical for our future competitiveness.	Head of Place & Economy, Head of Wellbeing	Higher & further education partners, Worthing & Adur Chamber of Commerce, Coastal West Sussex, West Sussex County Council, Coast to Capital Local Enterprise Partnership, local business partners	Spring 2021

	1.7.4 Establish how we can support new and emerging sectors by collecting new data and developing critical propositions and through partnerships with new business sectors.	Head of Place & Economy, Head of Major Projects & Investment	Research institutes, Universities, Government & business Partners	GBEB Creative industries: cluster profile report Autumn 2020
	1.7.5 Use systems leadership and service design approaches to develop an Employment & Skills Plan , focusing on work ready and key employability skills and supporting: a) people back into work b) people making career transitions and or choosing second careers c) apprenticeships d) meaningful work experience opportunities for young people e) the retention of skilled workers	Head of Wellbeing, Head of Place & Economy, Director of Digital & Resources	Local businesses, education partners, Coastal West Sussex, DWP, Coast to Capital Local Enterprise Partnership	Summer 2020
	1.7.6 Work with partners across the county to deliver a Science, Technology, Engineering, creative and digital technologies and Maths (STeAM) skills programme in Adur and Worthing that will inspire both young people and adults to pursue studies and careers based on STeAM.	Head of Place & Economy, Head of Wellbeing	Coastal West Sussex Partnership, West Sussex County Council, Coast to Capital Local Enterprise Partnership, local authorities, education partners and local businesses	December 2021
1.8 Major Projects & Development	Worthing Major Projects Programme 1.8.1 <u>Worthing Integrated Care Centre</u> - to deliver a 6,000 sq.m Integrated Health facility and 350 space multi-storey car park on the existing surface car park at Worthing Town Hall.	Head of Major Projects & Investment	Worthing Medical Group, Sussex Community Foundation Trust, Sussex Partnership Foundation Trust, Coastal West Sussex	Planning Application determined - Summer 2020 Commence Construction - Winter 2020/21

			CCG, Planning & Development, West Sussex County Council	Construction Complete - Autumn 2022
	1.8.2 <u>Grafton Car Park</u> - leading the development of a residential led mixed use development on Worthing's seafront to create high quality homes and new retail/leisure facilities.	Head of Major Projects & Investment	Place & Economy, Planning & Development, Private Developers, West Sussex County Council	Development Partner Secured Summer 2020 Planning Permission Determined - Winter 2022 Commence Construction - Summer 2023
	1.8.3 <u>Decoy Farm</u> - procure a development partner to bring forward 13,536m2 of commercial and industrial space on a 7ha contaminated site in east Worthing.	Head of Major Projects & Investment	Planning & Development, Private Developers, West Sussex County Council	Development Partner Secured - Spring 2020 Site Remediation - Autumn 2020 Site Disposal - Spring 2021
	1.8.4 <u>Worthing Leisure Centre</u> - develop a new modern leisure centre to replace the existing centre at Shaftesbury Avenue.	Head of Major Projects & Investment	Southdowns Leisure, Planning & Development, Wellbeing, West Sussex County Council	Planning Permission Determined - Winter 2020/21 Commence Construction - Summer 2021 Construction Completion - Spring 2023

	1.8.5 <u>Steyne Shelter</u> - working with development partner Boxpark to redevelop the dilapidated shelter for a new café/ restaurant at the eastern end of Worthing historic seafront.	Head of Major Projects & Investment	Planning & Development, Boxpark, West Sussex County Council	Planning - Summer 2020 Construction Commence - Winter 2020 Construction Complete - Autumn 2021
	1.8.6 <u>West Buildings Shelter</u> - working with development partner Next Colour to bring forward a high quality restaurant with sea views and outside seating at the western end of Worthing historic seafront.	Head of Major Projects & Investment	Planning & Development, Next Colour, Bistro Pierre, West Sussex County Council	Commence Construction - Summer 2020 Construction Complete - Summer 2021
	1.8.7 <u>High Street Car Park</u> - a full refurbishment of this important car park servicing the eastern end of Worthing's retail core to improve the experience for residents and visitors.	Head of Major Projects & Investment	Planning & Development, Parking Services, West Sussex County Council	Commence - early 2021 Complete - early 2022
	1.8.8 <u>Buckingham Road Car Park</u> - a full refurbishment of MSCP which serves the western end of Worthing's retail core to provide an attractive alternative for shoppers.	Head of Major Projects & Investment	Planning & Development, Parking Services, West Sussex County Council	Commence - Spring 2020 Complete - Winter 2020
	1.8.9 <u>Colonnade House Extension</u> - the redevelopment of 2 - 7 High Street, Worthing to provide business, creative and maker space complementing the existing artistic hub at Colonnade House to reinforce Worthing's creative and cultural economy.	Head of Major Projects & Investment	Place & Economy, Adur & Worthing Trust	Planning Permission Determined - Spring 2020 Commence Construction - Autumn 2020

				Completion - Autumn 2021
	1.8.10 <u>Stagecoach Site</u> - to work with the landowners of the stagecoach site to facilitate the relocation of the site as a bus depot, and to realise the ambitions for the site in the emerging Worthing Local Plan	Head of Major Projects & Investment	Planning & Development	Clear plan by late 2020
	Adur Major Projects Programme 1.8.11 <u>Adur Civic Centre Phase II</u> - using this vacant former civic office site working we will work with preferred developer Hyde Housing group to develop 171 new social and affordable homes, business space.	Head of Major Projects & Investment	Planning & Development, West Sussex County Council, Shoreham Harbour Regeneration Partnership, Hyde Housing Group	Planning Permission Determined - Summer 2020 Commence Construction - Spring 2021 Completion - Spring 2023
	1.8.12 <u>Sussex Yacht Club Flood Defences</u> - following the purchase of land from Sussex Yacht Club the Council will deliver a new section of flood defence to protect the town centre from flooding.	Head of Major Projects & Investment	West Sussex County Council, Sussex Yacht Club	Commence Construction - Summer 2020 Completion - Spring 2021
	1.8.13 <u>Shoreham Beach Green Cafe and Community Facility</u> - working with preferred developer Boxpark, the Council will work to deliver a new beachfront cafe, restaurant and community destination at the centre of Shoreham Beach.	Head of Major Projects & Investment	West Sussex County Council, Planning & Development, Boxpark	Commence Construction - Spring 2020 Completion - Summer 2021

1.9 Our land, assets and property, using them to drive clean growth	1.9.1 Develop an Asset Management Plan, taking stock of the current estate, working to classify the current council ownership according to use and service demand, with a view to ensuring we have a fit and proper estate for the future. This focussing on: a) right properties b) in the right place c) to meet current and future service need d) disposal/development where value can be generated	Head of Major Projects & Investment	Council services	Approved - Autumn 2020
	1.9.2 Develop as part of an asset management plan a corporate approach to improve the energy performance of our properties, providing a future-proof estate and improved carbon footprint.	Head of Major Projects & Investment	Council Services, Strategic Sustainability Manager	Autumn 2020
	1.9.3 Ensure that the councils are well placed to react to opportunities within the market, being actively engaged to respond to opportunities to support growth through acquisitions, disposals and other property transactions.	Head of Major Projects & Investment		Autumn 2020
	1.9.4 Ensure that a programme of regeneration is developed for new homes within Adur & Worthing by developing evidence, undertaking public consultation and gathering information on existing conditions of housing and commercial estates with a view to identifying long-term opportunities for estate regeneration.	Head of Major Projects & Investment	Housing Services	New Homes Development Strategy agreed by Spring 2021
	1.9.5 Work with partners to investigate opportunities to deliver housing solutions for vulnerable groups such as homeless, prison	Head of Major Projects & Investment	Housing, Wellbeing, Private Sector Partners	Ongoing

	leavers, and supported living, as well as other groups such as military veteran housing.			
1.10 Planning and land use supporting our Prosperous Places and other 4 platforms	1.10.1 Contribute to the development of a Local Strategic Statement 3 (LSS3) in partnership with West Sussex County Council and Greater Brighton planning authorities and identify the key strategic infrastructure requirements and opportunities for housing and employment (see also commitment 1.5)	Head of Planning & Development	Local residents and businesses, statutory agencies and local authority partners	LSS3 adopted - Summer 2021
	1.10.2 Prepare up to date local plans for our places that reflect a changing global economy and seek to promote sustainable inclusive growth. As part of this, prepare and implement planning policies that respond imaginatively and creatively to new agendas for climate change; town centres; the need for new homes; sustainable transport and inclusive growth.	Head of Planning & Development	All local authorities across the West Sussex and Greater Brighton "sub-region"	Ongoing

Platform 2 – Thriving People and Communities

As Councils we are clear that our role is to enable individuals and communities to flourish and prosper. We seek to support communities to be resilient, creative, well connected, adaptive to changing circumstances and have the ability to provide resources to each other.

We recognise that there are numerous communities across Adur and Worthing. When we talk about communities we are referring to the residents of the Borough and District as a whole, and also communities of place (such as neighbourhoods, estates or streets) communities of need, communities of interest and communities of business etc. Our communities span the human life course and we recognise that transitions between different points in our lives, create new and different communities and opportunity to connect.

Our intent is to connect to, and with those communities separately and collectively, recognising that different approaches are needed for different communities and different issues.

Over the last three years we have recognised that the relationships we have with our key partners and stakeholders are invaluable and critical to supporting the best outcomes for our communities. We have invested in developing and maintaining these relationships, in recognition that the Councils cannot be all things to all people, and that we must share our resources, our skills and our ambition. We will continue to work to develop the leadership capability of those in our system to be creative and innovative, and we will continue to invest in and challenge these relationships, which can impact so significantly on outcomes for the people of Adur and Worthing. Our local businesses, our staff, the Community and Voluntary Sector, and a number of other statutory agencies and public sector players (such as Health, Education Sector and West Sussex County Council) are all critical partners in creating the conditions for success.

Thriving people and communities are engaged, participating and connected, resilient and independent, aspirational and hopeful, able to provide support for those requiring it, safe and secure and healthy and well.

Thriving communities for us are also enterprising communities. By this we mean communities that come together easily across the generations, recognise the challenges they face, innovate, create and realise opportunities effectively taking and managing risks, encouraging active participation, self-reliance and self-determination. We already see across Adur and Worthing is a vibrant and growing community sector that is focussed on people and place. Individuals and groups that see

an issue and seeks to address it, right here, right now. Small grassroots projects that are born of individual passions, that bring communities together in new ways such as Worthing PING or Greate2Create in Adur, demonstrate that the conditions exist to continue to develop and grow these shoots of social innovation and we will continue to do this where we can be helpful, and get out of the way when we are not.

So we have already engaged in a process of working collaboratively across our places and are beginning to see the benefits of unlocking energy and the power of people to run and improve their own lives. We have done so whilst maintaining an essential safety net and recognising that some communities and some people require more active and enabling support to make real progress. Our approach requires us to:

- Fully understand the nature of our communities (the hard and soft data and intelligence, key relationships etc. as well as understanding aspirations, opportunities and untapped assets). Our interventions then need to be wise and impactful and in partnership with communities to empower people to create solutions that work.
- Tackle the challenge of insufficient supply of housing
- Continue to ensure (with partners) a robust safety net for those who need it.
- Target our services (seeking to ensure that we work at the preventative end of need to equip people with the skills, knowledge and wherewithal to thrive independently of the State).
- Seek to bring other resources to play, not just financial resource but creative resource and the energy that delivers economic and community value for our places.
- Support a wide range of supportive, preventative and enforcement interventions and
- Develop our role as civic social entrepreneurs

At a place based level we have invested in Systems Leadership work, to convene relationships, develop shared purpose and act to address some of the most complex and challenging issues that our communities face. We will continue this

investment in the wider system and push an agenda that seeks to design services and approaches that put people and place at the centre of that process.

Innovation requires that collectively we develop ideas, test and learn and use the combined resources and assets of organisations, people and place, rather than retreating into silos and organisations. Our ambition is not fettered and we seek to enable social innovation and where possible, drive discussions and ideas that will bring investment at scale.

Themes for Thriving People and Communities

- Effective Strategic Partnerships ... and challenge
- Housing (all types and tenures)
- Thriving and connected communities
- Prevention and early interventions where needed
- Promoting a safer community (by addressing violence, antisocial behaviour and safeguarding)
- Public Health (by starting, living and ageing well)
- Developing for our Community and Voluntary Sector

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
2.1 Strategic influencing and Systems Leadership - developing our key relationships and partnerships	2.1.1 Work in partnership with West Sussex County Council (WSCC) to deliver key systemic outcomes around <ul style="list-style-type: none"> a) Improving outcomes for children, families and YP and those leaving care b) Improving outcomes for vulnerable adults c) Using land and other assets wisely to deliver shared value 	Director for Communities	West Sussex County Council	Ongoing
	2.1.2 Work with key partners to deliver a Strategic response to our shared agenda to improve housing supply and reduce homelessness	Director for Communities, Director for the Economy, Head of Housing, Head of Major Projects & Investment	West Sussex County Council, West Sussex Districts and Boroughs RPs and Developers Homes England BHCC	Ongoing
	2.1.3 Work in partnership with NHS colleagues to achieve Strategic ambitions around, Social Prescribing and Local Community Networks and integrated ways of working that support our communities to Thrive	Director for Communities, Head of Wellbeing	West Sussex County Council, CCGs, STP, LCN, Infrastructure Support Organisation	Ongoing
	2.1.4 Continue to build the leadership capability across our places through Systems Leadership approaches <ul style="list-style-type: none"> a) Continue to build our Network of Systems Leadership professionals across A&W 	Director for Communities,	Strategic System partners Leadership Centre for Local	a) Ongoing

	<p>b) Publish the Evaluation into our Systems Leadership work and create a tool kit for future use</p> <p>c) Connect with other places using similar approaches, and disseminate learning.</p>	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>Government</p> <p>Strategic System partners Leadership Centre for Local Government</p> <p>Strategic System partners Leadership Centre for Local Government</p>	<p>b) Spring 2020</p> <p>c) Conference 2020</p>
<p>2.2 Delivering our Housing Strategy 2020-2023</p> <p>‘Enabling our Residents to thrive in their own home’</p>	<p>2.2.1 Finalise and adopt our updated Housing Strategy 2020-2023</p>	<p>Director for Communities</p> <p>Head of Housing</p> <p>Head of Major Projects & Investment</p>	<p>Registered Providers</p> <p>Statutory and voluntary sector partners</p> <p>Health providers and commissioners</p>	<p>Spring 2020</p>
	<p>2.2.2 Housing related wellbeing and support</p> <p>a) Build upon our prevention agenda - engaging a wider set of partners such as GPs and Health visitors to identify those at risk of homelessness earlier.</p>	<p>Head of Housing, Head of Wellbeing</p>	<p>GPs, Health visitors, West Sussex County Council</p>	<p>Autumn 2020</p>

	Supporting those in most need through wise and commissioning, pathway development and inward funding including:			Spring 2020
	b) Work with MHCLG to sustain funding to continue prevention and relief support for rough sleepers.	Head of Housing, Head of Wellbeing	MHCLG, Turning Tides, Sussex Police,	Autumn 2020
	c) Develop our approach with primary health care, WSCC and community based organisations to improve the health of rough sleepers	Head of Housing, Head of Wellbeing	SPFT, Health providers, WSCC	Spring 2021
	d) Develop a multi-agency pathway to working with and improving the wellbeing of single vulnerable people in housing need	Head of Housing, Head of Wellbeing	WSCC (adult social care), SPFT, Health providers, drug and alcohol providers	Spring 2021
	e) Develop a multi-agency pathway to working with and improving outcomes for YP and care leavers in housing need	Head of Housing, Head of Wellbeing	WSCC (IPEH; Children's social care) SPFT; Health providers; substance misuse providers	Spring 2020
	f) Joint commissioning to support those in need of targeted interventions to live well, retain their tenancy and remain independent	Head of Housing, Head of Wellbeing	WSCC; West Sussex Strategic Housing officers group	
2.2.3 Better Homes, Stronger Communities - supporting communities, landlords, business				

	<p>and developers, to collaborate to create good homes, healthy communities and places we can thrive</p> <p>a) Community spaces and improvements are co-designed with our communities.</p> <p>b) Enforcement and regulatory activity is sustained to ensure that the “Better Homes” standards are maintained.</p> <p>c) Improving our interventions and processes to enable more people to stay in their homes longer (DFG)</p> <p>i) Adopt the WSCC DFG policy and approach</p> <p>ii) Continue to reduce waiting and delivery times for DFG</p> <p>d) Participation by and engagement with our communities to promote involvement in key strategic decisions - planning, development and how our places are used</p>	<p>Head of Housing Head of Planning & Development, Head of Wellbeing</p> <p>Head of Housing, Head of Planning & Development</p> <p>Head of Housing</p> <p>Head of Housing, Head of Planning & Development</p>	<p>Residents, businesses, developers</p> <p>Landlords</p> <p>West Sussex County Council, Districts and Boroughs</p> <p>Residents, businesses, developers</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Autumn 2020</p> <p>Spring 2020</p>
	<p>2.2.4 Ensure our roles as the landlord for Adur District Council tenants supports Better Homes; Stronger Communities through:</p> <p>a) Adur Homes Resident Engagement Strategy finalised - promoting involvement and feedback to the Council</p>	<p>Head of Housing</p>	<p>Adur District Council tenants</p>	<p>Summer 2020</p>

	<p>as landlord (Adur Homes)</p> <p>b) Develop an Adur Homes Anti Social Behaviour (ASB) approach as part of the wider Councils ASB Policy, to ensure as a landlord we can identify and support those who are vulnerable as part of our joint prevention and enforcement approach</p> <p>c) Deliver a fully revised and prioritised capital programme by Winter 2020</p> <p>d) Develop a full asset management programme by Winter 2020</p>	<p>Head of Housing, Head of Wellbeing</p> <p>Head of Housing, Head of Technical Services</p> <p>Head of Housing, Head of Technical Services</p>	<p>Adur District Council tenants Sussex Police</p> <p>Major Projects Adur District Council Tenants</p> <p>Adur District Council Tenants Major Projects</p>	<p>Summer 2020</p> <p>Winter 2020</p> <p>Winter 2020</p>
	<p>2.2.5 Innovate to improve the levels of truly affordable housing supply</p> <p>a) Publish our Development Strategy for WBC, ADC and Adur Homes</p>	<p>Head of Housing, Head of Major Projects & Investment, Head of Planning & Development</p>	<p>Variety of Housing Sector Partners</p>	<p>Ongoing</p>
	<p>b) Deliver the A&W Councils - New Homes Programme</p> <p>(i) <u>Cecil Norris House</u> - development of 15 new Council homes in the centre of Shoreham.</p>	<p>Head of Major Projects & Investment</p>	<p>Housing</p>	<p>Commence Construction - Spring 2020</p> <p>Completion - Summer 2021</p>
	<p>(ii) <u>Albion Street</u> - the development of 50 new Council homes using progressive architecture to kick-start regeneration along this part of Shoreham Harbour.</p>	<p>Head of Major Projects & Investment</p>	<p>Housing</p>	<p>Start on site January 2020</p> <p>Completion Summer 2021</p>

	(iii) <u>Rowlands Road</u> - the conversion of a former care home to develop 20 homes for temporary accommodation	Head of Major Projects & Investment	Housing	Commence Construction Spring 2020 Completion Winter 2020
	(iv) <u>Downview Public House</u> - the development of 17 new homes for temporary accommodation at a sustainable location next to West Worthing Station.	Head of Major Projects & Investment	Housing	Phase 1 complete and occupy March 2020 Phase 2 commence Spring 2020 Complete Spring 2021
	(bv) <u>Fulbeck Avenue</u> - using Council owned land to work with development partner Boklok to deliver up to 150 affordable new homes in Worthing.	Head of Major Projects & Investment, Head of Planning & Development	Housing, Boklok UK	Planning Application Spring 2020 Construction Autumn 2020 Completion Autumn 2022
	c) Extend and build upon the “Opening Doors” social lettings scheme	Head of Housing	Landlords	Review June 2020 (1 yr post launch)
	d) Review and update our Temporary Accommodation Strategy	Head of Housing	Providers of TA	Autumn 2020
2.3 Supporting Stronger, Participative, resilient communities	2.3.1 Develop, enrich and share our approach to ‘ Thriving Communities ’ to build stronger participative and resilient communities, by: a) Producing a clear narrative of what Thrive means through a Thriving Communities Quarterly Review , providing a quarterly overview of system wide projects and action across our communities (Thriving AW)	Head of Wellbeing, Head of Housing	Multiple system partners in Adur and Worthing	Quarterly from early 2020

	<p>2.3.2 Developing more intelligent data from available data sets to understand the scale of vulnerability and assets, to inform our direction, focus and better outcomes including:</p> <p>a) Review our in-house data sets and those we have access to (e.g OSCi Local Insight Data) to understand the scale of vulnerability and options to target our resources more effectively to support our communities</p> <p>b) Use relevant data to create a digital Inclusion framework, to develop a clear and coherent approach to improving access, skills and reducing digital inequality.</p>	<p>Head of Wellbeing, Head of Housing, Head of Revs and Bens</p> <p>Head of Wellbeing, Head of Housing, Head of Revs and Bens</p> <p>Head of Wellbeing, Head of Housing, Digital</p>	<p>Citizens Advice/DWP</p> <p>Citizens Advice, DWP, West Sussex County Council</p> <p>Citizens Advice, DWP, West Sussex County Council</p>	<p>Winter 2020</p> <p>Winter 2020</p> <p>Spring 2021</p>
	<p>2.3.3 We will continue to use human centred service design as an approach in all of our service provision/review of services.</p> <p>a) Service design skills developed in teams</p> <p>b) Human Centred SD considered in all people facing projects in Communities Directorate</p>	<p>Head of Wellbeing, Head of Housing, Digital & Resources</p> <p>Head of OD</p> <p>Head of Wellbeing; Head of Housing; Head of Environmental Services</p>	<p>Partner agencies and communities</p> <p>Partner agencies and communities</p> <p>Partner agencies and communities</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>2.3.4 Connected Communities -</p> <p>a) Extend and deepen our digital platform reach - Find It App - to connect services and activities to our communities by:</p>	<p>Head of Wellbeing</p>		<p>April 2021</p>

	<p>i) Increasing the uptake of professionals using this tool and embed its use as a service connection resource</p> <p>ii) developing the next phase of this work through the MHCLG funded “Open Community” programme ensuring involvement of key partners such as VCS and statutory partners.</p> <p>Playing the role of convener to mobilise wider community resources to effect change on:</p> <p>b) Social innovation, by delivering four Social Innovation Network events bringing individuals/communities of interest together to share their resources in ways that benefit local communities.</p> <p>c) Social isolation and loneliness:</p> <p>i) Complete phase two of our approach to highlighting and reducing social isolation and loneliness at all ages</p> <p>ii) Prototyping outcomes based commissioning as an approach for the future.</p>	<p>Director for Digital & Resources</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>Infrastructure Support Organisation, Health, VCS, health and wellbeing Partnership</p> <p>Infrastructure Support Organisation, Health, VCS, health and wellbeing Partnership</p> <p>Infrastructure Support Organisation Community and Voluntary sector</p> <p>WSCC, LCNs, Infrastructure Support Organisation</p> <p>WSCC, LCNs, Infrastructure Support Organisation</p>	<p>Ongoing</p> <p>Ongoing</p> <p>End 2021</p> <p>End 2021</p>
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	<p>iii) With key partners develop a micro-grants system for community based projects</p>	Head of Wellbeing	WSCC, LCNs, Infrastructure Support Organisation	End 2021
	<p>2.3.5 Developing our focus around Thrive and Prevention as an approach.</p> <p>Data and insights from the research phase (1) of the current service design review between Housing and Wellbeing, will support a delivery phase (2) which will use the research to develop and test new approaches to service delivery, across five thematic areas:</p> <ul style="list-style-type: none"> a) Financial resilience and vulnerability b) Creating and providing an effective safety net for single people with complex needs c) Food and wellbeing d) Young people and thrive e) Places and neighbourhoods 	Head of Wellbeing, Head of Housing,	Revs and Bens; HR, Voluntary Sector, Faith Groups	Phase two to be developed and rolled out between Jan-Dec 2020
	<p>2.3.6 Work collectively with our Safer Communities Partners (SCP) to understand existing and emerging drivers for crime, disorder and substance misuse and use this knowledge to develop coherent and focused workstreams to address risks and vulnerability, and promote safety and wellbeing:</p>	Head of Wellbeing		4 meetings per year

	<p>a) support four SCP meetings per year</p> <p>b) implement the recommendations identified in the Home Office Locality Review.</p> <p>c) Develop an approach to how we address and disrupt Serious Violence</p> <p>d) Commission relevant training events each year from industry specialists to upskill staff around emerging crime issues/threats.</p>	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>Safer Communities Partnership: Police, Probation, WSCC, PCC's Office, WS Fire & Rescue, Infrastructure Support Organisation; Health partners</p> <p>“ “</p> <p>“ “</p> <p>“ “</p>	<p>By end 2022</p> <p>Spring 2020</p> <p>Ongoing</p>
	<p>2.3.7 Developing a programme of safer communities activities to ensure our people are, and feel safe:</p> <p>a) Continue to build our approach to Safeguarding children, young people and adults, by:</p> <p>i) Increasing the numbers of Designated Safeguarding Officers across the Councils</p>	<p>Directors for Communities/Economy and Digital & Resources</p> <p>Head of Wellbeing</p>	<p>Head of Housing, All Council Departments, WSCC, Police, Voluntary Sector</p> <p>“ “</p>	<p>Winter 2021</p>

	<ul style="list-style-type: none"> ii) Review our Safeguarding Training for Officers and Members iii) Review the Councils' Safeguarding Policy iv) Extend our contextual safeguarding work and embed this approach across the Councils 	Head of Wellbeing	“ “	Winter 2020
		Head of Wellbeing	“ “	Winter 2020
		Head of Wellbeing	“ “	By late 2021
	b) Develop an approach to understanding vulnerability - including Domestic Abuse, County Lines and exploitation, Modern Day Slavery, etc - setting out how we will support and provide assistance across all of our Councils' business.	Head of Wellbeing	“ “	Summer 2021
	c) Review the Councils' ASB policy and approach across all areas of our business (see 2.1.3)	Head of Wellbeing, Head of Environmental Services	“ “	Summer 2021
	d) Develop our twin track approach of providing support and enforcement capability to address instances of ASB.	Head of Wellbeing, Head of Environmental Services	“ “	July 2020
2.4 Start Well, Live Well Age Well Health and wellbeing at all stages of life	2.4.1 Extend our approach to Health and Wellbeing at all ages, ' Start Well, Live Well, Age Well ' Working with our local and strategic partners and our communities to : <ul style="list-style-type: none"> a) give families and young people the best start in life; b) support working age people to Thrive and be resilient; and c) enable older people to maintain their health and independence. 	Director for Communities Head of Wellbeing	WSCC - Public Health, Children's and Adults CCGs LCNs SPFT CVS	Ongoing

	<p>2.4.2 Start Well: Supporting young people’s emotional wellbeing and mental health</p> <p>a) Develop and deliver the Worthing based ‘Find it out Plus’ project for children and young people in Worthing.</p>	Head of Wellbeing	West Sussex County Council, Coastal West Sussex CG, SPFT (Mental Health Trust), YMCA, Mind, LCN	Implement fully end summer 2020
	<p>2.4.3 Start Well: Young people, life skills and resilience:</p> <p>a) Develop the next phase of the Young People’s Work and Thrive (see 2.2.5, e)</p> <p>b) Commission and develop work focusing on building resilience and skills for young people through our Safer Communities Partnership programme (see 2.2.6)</p>	<p>Head of Wellbeing, Head of Housing</p> <p>Head of Wellbeing</p>	<p>West Sussex County Council, Voluntary sector, communities.</p> <p>Safer Communities Partnership</p>	<p>Develop during 2020, evaluate and test.</p> <p>Summer 2020</p>
	2.4.4 With WSCC and wider system partners develop a strategic approach to “ Children First ” across West Sussex.	Director for Communities Head of Wellbeing	West Sussex County Council	Strategic approach Spring 2020 Delivery to 2023
	2.4.5 Live Well through work and skills			End 2021

	<p>a) Deliver phase 2 of our LGA/Design Council project on work and skills for working age adults</p> <p>b) Develop the A&W Work and Skills Network and ensure this meets four times per year</p> <p>c) Young People and Employment - develop a targeted approach to support skills and employability for YP who have never worked</p> <p>d) Continue to develop and deliver our “IT Junctions” for those that need extra support and help skills to access to work, including:</p> <ul style="list-style-type: none"> i) IT and digital skills / support ii) Work and skills support and iii) Financial capability/budgeting support through our Money Mentors 	<p>Head of Place & Economy, Head of Wellbeing</p> <p>Head of Wellbeing, Head of Place & Economy</p> <p>Head of Wellbeing, Head of Place & Economy</p> <p>Head of Wellbeing</p>	<p>West Sussex County Council, DWP Housing</p> <p>WSSC; DWP; registered providers; schools,colleges; business</p> <p>DWP, Schools, Colleges, WSSC</p> <p>DWP and wider VCS partners</p>	<p>Quarterly</p> <p>Late 2021</p> <p>Winter 2022</p>
	<p>2.4.6 Live Well - Active People and Places- Leisure & Activity Strategy</p> <p>a) Develop and Implement an Open Spaces, Sport and Recreation Strategy building on the outcomes of the consultancy report due by end 2010 and result from our facilities condition survey</p>	<p>Head of Place & Economy Head of Technical Services, Head of Environmental Services</p>	<p>Impulse Leisure, Southdowns Leisure, LCNs.</p>	<p>Winter 2020</p>

	<p>b) Launch and implement our community led Activities Strategy</p> <p>c) Create a community based strategic group to lead this work</p>	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>WSCC, Infrastructure Support Organisation, Impulse Leisure, Southdowns Leisure, LCNs</p> <p>“ “</p>	<p>Summer 2020</p> <p>Winter 2020</p>
	<p>2.4.7 Live Well and Age Well: Improve the health and wellbeing of those aged 18 years and over through 121 and group interventions and support, including:</p> <p>a) Social Prescribing: Continue to improve our ‘Going Local’ offer, working with Primary Care and voluntary sector partners to provide and develop effective social interventions and connections.</p> <p>b) Wellbeing Hubs - Deliver and develop the Wellbeing Hubs programme of work (in-house and commissioned services) to improve healthy lifestyles and tackle identified health and wellbeing issues such as:</p> <ul style="list-style-type: none"> i) falls prevention, ii) alcohol advice, iii) physical activity, iv) healthy weight management, v) smoking cessation and vi) NHS Health Checks 	<p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>LCNs, PCNs, CCG, WSCC, Infrastructure Support Organisation</p> <p>WSCC, LCNs, PCNs</p>	<p>Ongoing during 2020-2023</p> <p>Ongoing during 2020-2023</p>

	<p>2.4.8 Age Well:</p> <p>a) Extend our offer to communities to promote understanding and discussion of issues related to end of life and death, through Bereavement services open days</p> <p>b) Develop further the Councils and its services as Dementia Friendly e.g. Dementia Friendly car park spaces, making our parks and open spaces more accessible for people with dementia and training our staff as Dementia Friends</p> <p>c) Develop more of our staff to become Dementia Champions and train 10% of front line staff across the organisation as Dementia Friends to improve our approach for those living with dementia</p>	<p>Head of Wellbeing, Head of Environmental Services</p> <p>Head of Wellbeing</p> <p>Head of Wellbeing</p>	<p>CCG, Primary Care</p> <p>CVS, Organisational Design WSCC</p> <p>CVS, Organisational Design WSCC</p>	<p>2nd open event delivered in 2020</p> <p>Ongoing</p> <p>Ongoing</p>
2.5 Community, voluntary sector and social innovation	2.5.1 Commission an Infrastructure Support Organisation to support our third sector.	Head of Wellbeing		Autumn/Winter 2019 with new contract to start April 2020
	2.5.2 To develop further the infrastructure support offer in place for our voluntary and community sector, ensuring this understands and works well with the needs and assets in place, including:	Head of Wellbeing		Ongoing

	<ul style="list-style-type: none"> a) Providing Advice and Support to our Third Sector b) Develop training and learning events to provide for the needs of the sector c) Lead networks where organisations can meet learn and work together d) Developing the digital capability and activation of our CVS 		Infrastructure Support Organisation	
	<p>2.5.3 Using our Open Spaces to innovate, connect and engage with communities</p> <ul style="list-style-type: none"> a) TCV project - ‘Growing Communities’ Seek funding for the next phase of this project b) Brooklands Park - ensure delivery of the Brooklands Park Master Plan continues to connect and engage local residents and communities c) Highdown Gardens - Engagement and Activity plan delivered as part of the Lottery Funded Project d) Buckingham Park - recently awarded green flag status, well used, develop further community engagement and partnership 	<ul style="list-style-type: none"> Head of Wellbeing, Head of Environmental Services Head of Environmental services Head of Environmental Services 	<ul style="list-style-type: none"> TCV Friends of Groups National Lottery Friends of Group Highdown Volunteers National Lottery Friends of Group Highdown Volunteers 	<ul style="list-style-type: none"> Winter 2020 Ongoing (completion 2023) Completion of capital works Summer 2020 Within 2020
	<p>2.5.4 Staff Volunteering - continue to encourage and develop the staff volunteering offer.</p>	<ul style="list-style-type: none"> Head of Wellbeing 		<ul style="list-style-type: none"> Launch early 2020

	a) Launch a new approach to supporting charities in the workplace - ' Giving ' which supports Payroll Giving, Volunteering and fundraising in the workplace.		All Council Departments, Infrastructure Support Organisation	
	2.5.5 Enable our communities and third sector to innovate and thrive, by leveraging wider financial resources and provide our own support and assistance to: a) Work with local grant givers to support our voluntary and community sector b) Influence wider financial resource investment for our voluntary sector partners and our places in our places. e.g. CIL contributions, external funding investment	Head of Wellbeing Head of Wellbeing, Head of Planning & Development	Infrastructure Support Organisation Infrastructure Support Organisation Planning Place & Economy Social and other investors	Ongoing Ongoing
	2.5.6 Ensure our Community Centres are effectively used and promoted by our third sector and other partners and that they act as springboards for local activity and provision for the communities they service, with particular focus on; a) Ongoing relationship development with the new tenants for Eastbrook Manor Community Centre	Head of Wellbeing, Head of Major Projects & Investment	Infrastructure Support Organisation	Ongoing

	<p>b) Finalise planning, development and tenant relationships of the new West Durrington Community Centre</p> <p>c) Continue to support and work with partners in the Shoreham Centre to enable its continuing success</p>			
	<p>2.5.7 Community Transport</p> <p>Continue to support the delivery of an accessible and flexible community transport offer and assign the Councils' community transport grants allocation.</p>	Head of Wellbeing	Community Transport Sussex, Infrastructure Support Organisation	Ongoing

Platform 3 – Tackling Climate Change and Supporting our Natural Environment

As Councils we recognise the urgent need to take action on the Climate Change Agenda and to support and assist our natural and ecological systems to thrive. Our existing sustainability framework for Adur and Worthing (developed in 2018) has been added to by the Declaration of Climate Change Emergency by both Councils in July 2019 and the work under way to develop a comprehensive Carbon Reduction Plan by January 2020.

On carbon reduction, the Councils have joined the UK100 Cities early in 2019 to pledge 100% clean energy by 2050. We have also made the 2020 Emissions Reduction Pledge direct with Central Government. And we recognise our work already goes further and we seek to build upon it.

We set out here our plans around energy use, water, biodiversity, waste reduction, transport, climate adaptation and resilience, food and land use, leadership and learning, active citizenship and planning and development control.

One of the major reasons that people choose to live, work and settle here is our stunning coast, downland, river and urban park environment. We see a real appetite across our communities for the stewardship, conservation, protection and enhancement of this beautiful natural environment.

As Councils we recognise the importance of providing an enabling Platform for people to participate in this. At times this is about us getting our own “house in order” at other times leading and encouraging other partners to step up and it’s about enabling the many individuals and “small platoons” who want to do something to conserve or steward their natural environments to be able to participate. They may be parks groups, allotmenters, real food or growing enthusiasts or people with a particular interest in ecology, our role is to help hold the work together.

And we recognise this can be contested policy space. At times there will need to be challenging debates about the respective trade-offs (such as between development and conservation) and it’s the role of the Councils, often wearing Local Planning Authority hats, to make them. We don’t seek to shy away from those debates and from seeking the best possible outcomes balancing the different demands.

Whilst our financial expenditure is perhaps not as significant as some may think we recognise that we should be using our own

procurement and resources to set examples and drive good standards of environmental stewardship. Strong environmental stewardship and strong civic resource management are often one and the same thing.

Given the level of community interest in environmental sustainability and Climate Change we are keen to trial different forms of civic participation in the agenda. We know, and work with, a number of organisations and individuals already active in environmental sustainability and we look forward to developing a powerful coalition with them to lead the agenda across our places.

Themes for Climate Resilience:-

- Reducing Carbon Emissions to carbon neutral by 2020
- Transitioning to clean, secure and affordable energy
- Improving water quality and reducing consumption
- Rewilding to create more and better spaces for wildlife
- Managing our land, promoting local food
- Engaging our communities in the use and stewardship of our open spaces
- Reducing waste and increasing reuse, recycling and composting
- Sustainable transport and improving air quality
- Improving our Climate Resilience
- Showing leadership and engaging our communities
- Rethinking the role of land use planning and development

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/ Milestones
3.1 Strategic influencing and shared leadership	3.1.1 Deliver a large Climate Change Event to bring businesses, public organisations and communities together and developing ongoing engagement and co-production opportunities.	Strategic Sustainability Manager	Transition Town Worthing, Worthing Climate Action Network	Event Spring 2020 Development thereafter
	3.1.2 Publish a regular bulletin, "Sustainable AW", to share community initiatives, update on council actions, and encourage strong networking and collaboration	Director for Digital & Resources, Head of Communications, Strategic Sustainability Manager	Transition Towns, Worthing Climate Action Network, Green Spaces Partnership 'Green Tides' including many local community organisations, WSCC, all Sussex Local Authorities, Biosphere Partnership, Sussex Wildlife Trust, Plastic Free groups, SDNP, Ouse & Adur Rivers Trust, AECOM, Sustrans, Sussex Air, AW Walking & Cycling Action Group, Sustainable Business Partnership, Green Growth Platform and many others.	Early 2020
	3.1.3 Develop and publish a sustainability code of practice for application to all suppliers to the council, through procurement and contract management cycles	Head of Finance, Strategic Sustainability Manager	Contractors and suppliers	December 2020

	3.1.4 Develop an area wide (not just Council) carbon reduction plan	Strategic Sustainability Manager	Adur & Worthing Community	Dec 2020
3.2 Becoming Carbon Neutral by 2030	3.2.1 Produce a Council Carbon Reduction Plan responding to the Councils' commitment to become carbon neutral by 2030	Strategic Sustainability Manager	AECOM	Dec 2020
	3.2.2 Secure additional resource to help drive delivery of the carbon reduction action plan, developing metrics for carbon use by the councils, using data analysis to develop prioritised programmes of work.	Strategic Sustainability Manager	Recruitment websites	Early 2020
	3.2.3 Deliver year on year carbon reduction across council buildings and transport use, reporting annually to the government and public	Director for Digital & Resources, Strategic Sustainability Manager	BEIS	Final report late 2020
	3.2.4 Review capital building programmes to ensure development of renewable and low energy approaches, de-commissioning our uses of gas, improving insulation, LED lighting etc	Strategic Sustainability Manager, Head of Technical Services, Head of Major Projects & Investment, Head of Housing	Contractors	Review complete June 2020
	3.2.5 Install electric vehicle charging points at council sites and switch the fleet to electric or hybrid vehicles, including exploration of EV and hydrogen options for larger vehicles.	Head of Environmental Services, Head of Digital,	West Sussex County Council, Enterprise	By March 2022

		Strategic Sustainability Manager		
	3.2.6 Establish a SALIX fund to increase financial resources to deliver the Councils' Carbon Reduction Plan.	Strategic Sustainability Manager	SALIX, Government Department of Business, Energy & Industrial Strategy	June 2021
3.3 Transitioning to clean, smart, secure and affordable energy	3.3.1 Deliver the Smart Local Energy Systems (SLES) project in Adur & Worthing, a £32m public/private investment programme deploying multiple local energy systems, connected into a smart local energy grid. This includes 250 EV charging points, air source heat pumps in 250 social housing properties, 4-5 large EV charging hubs (PV canopies and battery storage), 1 large and 9 medium energy storage systems using second life batteries, 100 small energy storage systems (solar PV + batteries), and a heat network at Shoreham Port.	Director for Digital & Resources, Strategic Sustainability Manager	West Sussex County Council, Smart Hubs Consortium, Innovate UK, Adur Homes, Worthing Homes	March 2022
	3.3.2 Investigate options for a solar farm, and additional options for widespread solar PV, including a resident group-buying programme	Strategic Sustainability Manager, Head of Major Projects & Investment	West Sussex County Council, Smart Hubs Consortium, South East Energy Hub, solar installers, iChoosr, Your Energy Sussex, Retrofitworks	Dec 2022
	3.3.3 Continue to source 100% renewable electricity for the Councils.	Head of Technical Services	Energy Suppliers, LASER	Jan 2020 and ongoing

	3.3.4 Explore a Heat Network to deliver carbon savings on the Worthing Civic Quarter site	Strategic Sustainability Manager	Government Heat Network Delivery Unit	June 2021
3.4 Improving water quality and reducing water consumption	3.4.1. Conduct a detailed review of water consumption and billing, ensuring leaseholders are appropriately billed and water saving measures are in place at all sites	Head of Technical Services, Strategic Sustainability Manager, Head of Environmental Services	Team Energy, Water Utility Company	Dec 2021
	3.4.2 Obtain and Maintain Blue flag award status for our foreshore area.	Head of Environmental Services	Keep Britain Tidy, Southern Water, EA, IFCA	Early 2021
3.5 Creating and expanding spaces for tree-planting, biodiversity and wildflower schemes	3.5.1 Work to increase the number of parks with Green Flag status, ensuring best practice understood and obtained within the sector.	Head of Environmental Services	Keep Britain Tidy	May 2020
	3.5.2 Develop a major tree-planting campaign across the area to support air quality and carbon sequestration, and tackle the challenge of Ash dieback	Head of Environmental Services, Director for Digital & Resources, Strategic Sustainability Manager	Woodland Trust, West Sussex County Council, South Downs National Park, Education partners, Community	March 2021
	3.5.3 Develop plans to improve biodiversity in our open spaces, identify areas for community-led planting and growing working to create a resilient landscape and community	Head of Environmental Services	TCV, Wildlife Trust, South Downs National Park, RSPB	March 2021

	3.5.4 Work with farmers and landowners to support coordinated biodiversity schemes	Head of Major Projects & Investment, Head of Environmental Services, Strategic Sustainability Manager	Neighbouring farmers and landowners.	March 2021
3.6 Reducing waste, increasing reuse, recycling and composting	3.6.1 Work with WSCC and partners to create the conditions to meet requirements required by the Government's Waste and Resources strategy by 2023 including: a) the potential for the collection of food waste being made mandatory b) Supporting the widest possible range of materials to be recycled c) Supporting producer pays and other models to reduce waste in our system	Director For Communities, Head of Environmental Services, Strategic Sustainability Manager	Community groups	Summer 2021 (or other timetable set)
	3.6.2 Trial a new Commercial food waste collection service	Head of Environmental Services	Business partner	Summer 2021
	3.6.3 Adopt a council Plastics Strategy to reduce the use of single use plastics across the council	Strategic Sustainability Manager	Plastic Free Worthing	June 2020
3.7 Shifting to sustainable transport and improving air quality	3.7.1 Agree a Local Cycling and Walking Infrastructure Plan for Adur & Worthing. Secure investment to deliver improvements from the plan.	Head of Place & Economy, Strategic Sustainability Manager	Sustrans, West Sussex County Council, WSP, A&W Walking & Cycling Action Group	June 2020

	3.7.2 Partner with West Sussex County Council on the delivery of EV charging infrastructure for our area	Head of Digital & Customer Services	West Sussex County Council, EV chargepoint installer	Dec 2023
	3.7.3 Expand DonkeyBikes, the bike share scheme to train stations and identified other locations	Head of Place & Economy	Cycle Brighton, West Sussex County Council, Sussex Community Rail Partnership	Dec 2021
	3.7.4 Continue to expand the number of local companies using the easit Adur & Worthing public transport discount scheme	Strategic Sustainability Manager, Head of Place & Economy	easit	March 2020
	3.7.5 Implement the Staff Travel Action Plan, including discounted bikes, incentivising use of electric vehicles, switching pool cars to electric, promoting car sharing, cycling and walking	Director of Digital & Resources	easit, Sodexo, Enterprise, public transport providers	June 2021
	3.7.6 Review and enhance the Air Quality Action Plans for Adur and Worthing to reduce the air quality impacts (NOx, PM10 and PM2.5) of transport across Adur & Worthing, in particular within the Air Quality Management Areas.	Head of Wellbeing, Public Health & Regulation.	West Sussex County Council, Highways England	December 2020
	3.7.7 Develop effective partnerships with WSCC and Highways England to deliver the air quality action plans.	Head of Wellbeing, Public Health & Regulation.	West Sussex County Council, Highways England, Sussex Air	March 2021
3.8 Improving the climate resilience of Adur & Worthing	3.8.1 Work to create ‘resilient landscapes’ with diverse stock, across both urban and green areas	Head of Environmental Services	South Downs National Park. Sussex Wildlife Trust. TCV. RSPB. Southern Water. Friends of Park Groups	Ongoing

	3.8.2 Review drought, heatwave and extreme cold plans	Head of Technical Services	Environment Agency	Dec 2021
	3.8.3 Deliver Adur and Worthing coastal defence programmes with the Environment Agency and other partners, maximising opportunities to leverage community benefit schemes	Head of Environmental Services, Head of Technical Services	Environment Agency.	Ongoing
	3.8.4 Review flood risk management plans, including drainage network and opportunities for sustainable drainage	Head of Technical Services	Environment Agency, Southern Water	Dec 2021
3.9 Develop a fairer, more sustainable, local food system	3.9.1 Develop Food Partnerships to strengthen networks of local producers, farmers markets, outlets and the food waste circular economy	Strategic Sustainability Manager	PH&R, Wellbeing, Food Matters, Adur & Worthing stakeholders	Dec 2022
	3.9.2 Map council owned land for opportunities for community growing projects, rewilding and tree planting	Strategic Sustainability Manager, Head of Environmental Services, Head of Major Projects & Investment	Food Matters	Dec 2020
3.10 Planning, Land Use and Development Management	3.10.1 Review the Draft Worthing Local Plan for a robust approach to carbon reduction, sustainability, climate resilience, nature, biodiversity net gain, and continue to work through the adoption process to improve the sustainability of the plan.	Head of Planning & Development, Strategic Sustainability Manager, Head of Environmental Services	RTPI, Developers, agents, local architects.	Ongoing
	3.10.2 Reviewing and update the Adur Local Plan in relation to carbon reduction, sustainability, climate resilience, nature and biodiversity net gain.	Head of Planning & Development, Strategic Sustainability	RTPI, Developers, agents, local architects.	2022

		Manager, Head of Environmental Services		
	3.10.3 Explore resources to create and adopt a Planning Sustainability Checklist to clarify policy, educate applicants, enable monitoring, and improve the sustainability standards of development through the planning process.	Head of Development & Planning, Strategic Sustainability Manager	Developers, agents, local architects.	2023
	3.10.4 Embed the Air Quality Emissions Mitigation approach within the Worthing Local Plan	Head of Wellbeing, Public Health & Regulation	Planning Policy	2023

Platform 4 – Good Services and New Solutions

Good services and new solutions focuses on what residents need, working efficiently, flexibly and with empathy. At Adur & Worthing Councils we are working hard to move away from the “process and rules heavy” approach into simpler, more personal ways of working that use digital, where it makes sense, and skilled, understanding people where that’s better. The Councils offer a wide range of services, some of them commercial, and we know that good resident experience is what drives success.

This Platform is about improving how our services work, creating easier routes for our residents to get things done with us, creating modern digital services and growing our commercial offer. It’s also about ensuring our leaders are skilled in service redesign, can create new service solutions in a digital age, and spot the commercial opportunities. We need our leaders and staff to work across the local system effectively and to create the permissive conditions for our talented workforce to try out new ideas and get on and change things for the better. This is as much about culture and mindset as about process and activity.

In this Platform we also work to create strategic, modern and effective long term approaches to financial strategy, asset management (land and property) procurement and contract management, and our ability to respond with agility, and in ways aligned to our economic and community and sustainability goals set out in our other Platforms.

The aim of our Councils is to deliver services that residents, businesses and communities say are good and easy (or “effortless”) to use. We have made real progress over the last 3 years in creating digital services with high satisfaction ratings, for example in waste, street scene, revenues and benefits, parking and housing repairs. We have achieved this by creating a team that builds digital services in-house, using modern digital platforms delivering value to both residents, businesses and staff. We don’t always build digital services in-house, but we do expect the software we use to be modern, Cloud based and easy to integrate with other applications. There’s much more to do, from creating a new web site and opening up new channels like live chat, through harnessing new, emerging technologies such as machine learning chatbots and sensors. Improving our use of data is a key theme including intelligent analytics and open data publishing.

Whilst we regularly receive praise for the services we deliver in many areas, we also know that services can be too slow, process heavy and put too many barriers in the way. Our “Effortless” Customer Programme aims to help services fundamentally examine their approach to the demands of service users using our Good Services principles and help them

improve their customer satisfaction ratings, through both smaller, quicker actions and more significant change programmes. We will continue to extend our use for the “SameRoom” Service Design methods in such projects, upskilling people through new learning opportunities, and leading the creation of a new service design apprenticeship nationally, while providing local projects with access to skilled external service designers. Our aim is to gain a national reputation at Adur & Worthing for the use of Service Design in great public services.

Our commercial services have performed well over the last 3 years providing a vital contribution to the Councils’ overall financial strategy, growing income by nearly £2 million whilst delivering good value to residents and businesses. Our priorities are now to significantly improve our sales and marketing capacity, and to explore the development of new products and “bundle” services delivered digitally.

And we know it’s our people who create great service experiences and provide essential specialist knowledge. We need great leadership at all levels and will continue to develop our Learning & Development offer to upskill our people in the key areas needed for at 21st Century Public Service Organisation. For us that’s Systems Leadership, Service Design, commercial skills, good service delivery and digital. We will plan our workforce for the future, increasing apprenticeships and growing our reputation as a great place to work.

We will also work to improve the way we manage our assets (property and land) developing longer term strategies to maximise their use and improving planning and maintenance regimes. Having this year declared Climate Emergencies we will quickly introduce sustainability measures across our property asset base to meet the target of carbon neutrality by 2030.

Themes for Good Services and New Solutions:-

- Digital platforms and solutions
- “Effortless” Customer Services
- Growing our commercial income
- Embedding our ‘SameRoom’ Service Design approach
- Staff learning and developing our leadership
- Corporate Landlord and manager of the Councils’ assets
- Driving sustainability and value for money through contract management.

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
4.1 Increase the range of modern digital services	4.1.1 Launch a <u>new public website</u> , developed in-house, making access to digital self service easier and following gov.uk design principles. Review content to ensure simple, plain english, optimise findability in search engines	Head of Customer & Digital Services All services		Dec 2020 and ongoing content review
	4.1.2 Design and build an improved <u>digital garden waste service</u> , with the ability to subscribe all year round and pay online. Create intelligent delivery route optimisation to increase delivery speeds of all new bins	Head of Customer & Digital Services, Head of Environmental Services		Mar 2020
	4.1.3 Deliver a <u>multi-channel management service</u> in the contact centre, offering live chat, social media contacts, all managed against the customer record. Explore deployment of some CRM functionality in service teams to improve customer request handling and help monitor timescales and customer satisfaction	Head of Customer & Digital Services, Head of Communications, All Services		Mar 2021
	4.1.4 Expand the <u>digital asset management service</u> , to enable automation and reminders for commercial rent review, routine inspections and maintenance, compliance checking regimes, document storage and data analysis. Enable tasking and updating in the field.	Director of Digital & Resources, Head of Customer & Digital Services, Head of Major Projects and Investment Head of Technical Services, Head of Housing	Third party contractors	Dec 2020
	4.1.5 Launch a <u>new staff intranet</u> with new phonebook, integration to phone system and google calendars, helping people see availability. Include	Head of Customer & Digital Services,		Mar 2020

	news items and regular updates from leadership team to improve communications	Head of Communications		
	4.1.6 Undertake discovery on <u>digital planning solutions</u> , reviewing several new innovations funded by MHCLG, with a view to introducing new technologies from 2021	Head of Planning & Development, Head of Customer & Digital Services	MHCLG Southwark Council Hackney Council	Dec 2020
	4.1.7 Take an agile/sprint approach to review the digital functions of the existing <u>housing management system</u> , avoiding a large re-procurement, and designing better digital services function by function	Head of Housing, Head of Customer & Digital Services		Jun 2022
	4.1.8 Fully implement <u>ModernGov</u> for members, creating an accessible system for meetings and documents, helping the move to paperless.	Head of Wellbeing, Head of Customer & Digital Services, Members		Mar 2020
	4.1.9 Implement a new cloud based <u>HR and Payroll system</u> , de-commissioning older e-forms and improving staff experience	Head of Human Resources, Head of Finance, Head of Customer & Digital Services		Mar 2021
	4.1.10 Fully implement a new <u>cloud-based financial management system</u> , providing automation of tasks, budget reporting dashboards for managers, and integration with the AW platform	Head of Finance Head of Customer & Digital Services,		Mar 2020
	4.1.11 Develop corporate and <u>service level data dashboards</u> , testing a new data analytics platform, and develop real time open data reporting on the public website	Head of Customer & Digital Services, Head of Communications		2020-2021
	4.1.12 Explore <u>collaboration with our low code platform provider</u> and partner Councils, examining	Head of Customer & Digital Services	Other councils Netcall provider	Ongoing

	the potential for sharing for mutual benefit and possible development of commercial digital development offer to other sectors		MHCLG	
4.2 Improve customer satisfaction through the “Effortless” Programme	4.2.1 Complete the <u>Revenues & Benefits transformation</u> programme, including digital self-service, text payment reminders, simplified letters and streamlined processes	Head of Revenues & Benefits, Head of Customer & Digital Services	Capita	Dec 2020
	4.2.2 Develop a programme of <u>Good Service assessments</u> , building capacity in service teams to undertake customer research, use data, design and digital to create better services	Director for Digital & Resources, Head of Customer & Digital Services		2020-2023
	4.2.3 Provide <u>training in customer communication</u> , complaints handling and supporting vulnerable customers	Head of Customer & Digital Services		2020-2023
	4.2.4 Delivery of <u>accessibility services</u> , such as translation services and website accessibility standards	Head of Customer & Digital Services		Dec 2020
	4.2.5 Development of <u>service dashboards</u> to track reductions in calls and face to face interactions	Head of Customer & Digital Services		Dec 2020
	4.2.6 Enhance face to face offer with <u>improved self service options</u> , creating capacity for time with the most vulnerable	Head of Customer & Digital Services		2020-2023 Ongoing
4.3 Grow our commercial & traded income and external sources of funding	4.3.1 Produce a <u>commercial strategy</u> aligned to our aims to generate income while increasing social value and improving sustainability.	Director for Communities, Head of Finance, Head of Environmental Services, Head of Communications		June 2020

	4.3.2 Develop <u>sales and marketing campaigns</u> for green bins and trade waste, rolling the model out to other commercial lines	Head of Environmental Services, Head of Communications		Mar 2021
	4.3.3 Develop clear <u>unit costing</u> to better understand the surplus/loss associated with each commercial line of business.	Head of Finance with All Service Managers		June 2020
	4.3.4 Commission <u>market competition analysis</u> and price reviews where needed	Head of Finance		Ongoing
	4.3.5 Investigate <u>alternative community funding opportunities</u> and develop options for launching calls for funding on high impact community projects	Director for Digital & Resources, Head of Finance		Sept 2020
	4.3.6 Continue to seek <u>external funding</u> opportunities, building on a high success rate, preparing a pipeline of investable projects ready for submission	Head of Place & Economy, Head of Finance		Ongoing
4.4 Embed "SameRoom" service design approach	4.4.1 Deliver <u>agile project management</u> and service design training to multidisciplinary teams working on Platforms delivery	Director for Digital & Resources, Organisational Development Officer		First cohort completed by the end of Spring 2020
	4.4.2 Provide <u>design support</u> to a set of Platforms projects, running teams in parallel, learning methods while delivering	Director for Digital & Resources, Organisational Development Officer		Work on first projects commenced by Spring 2020
	4.4.3 Develop <u>a service design approach to Sustainable AW</u>	Director for Digital & Resources, Organisational Development Officer,	Service design professionals and interested local organisations	Hackathon delivered by Spring 2020 and work planned thereafter

		Strategic Sustainability Manager		
	4.4.4 Lead development nationally of a <u>service design apprenticeship</u>	Director for Digital & Resources, Organisational Development Officer	National public, private and third sector organisations	First cohort started by the end of 2021
4.5 Leadership, Learning & Development	4.5.1 Continue to deliver the quarterly <u>Leadership College</u> to over 100 leaders and managers	Head of Human Resources, Organisational Development Officer	Place leaders invited to speak at our gatherings	Ongoing
	4.5.2 Develop a <u>leaders programme</u> of skills development including managing conflict, leading quality conversations, Leadership Lab, workforce planning, apprenticeship development, financial and people management basics	Head of Human Resources, Organisational Development Officer	CLT, OLG and all line managers	BySpring 2020
	4.5.3 Provide <u>coaching support</u> , as identified in personal development plans	Head of Human Resources, Organisational Development Officer	-	Ongoing
	4.5.4 Review and develop the <u>staff learning offer</u> , including online learning and apprenticeships	Head of Human Resources, Organisational Development Officer	Local learning providers	Ongoing
	4.5.5 Deliver <u>All Staff Meetups</u> from all locations, helping engage everyone in delivering platforms	Head of Human Resources, Organisational Development Officer	-	First one to take place in January 2020, bi-annually thereafter

	4.5.6 <u>People Working Group</u> to continue the review of key 'people processes' such as recruitment and selection	Head of Human Resources, Organisational Development Officer	All Adur and Worthing Council employees and managers	Ongoing
	4.5.7 Continue to grow our <u>Well at Work</u> programme, learning from best practice to support a happier healthier workforce e.g. Mental Health First Aiders	Head of Wellbeing	All Adur and Worthing Council employees and managers	2023
4.6 Develop a Corporate Landlord approach to managing our property estate	4.6.1 Work to move the management of the Council's corporate estate and assets to a <u>Corporate Landlord Model</u> .	Head of Major Projects & Investment	Council Services Technical Services	Project Scope Agreed - Spring 2020 Project Implemented - Autumn 2022
	4.6.2 Review <u>building & maintenance spend</u> across all building categories and develop a local facilities management framework, as well as joining existing frameworks where appropriate	Property & Investment Team, Head of Technical Services		Sept 2020
	4.6.3 <u>Rationalisation of our depots</u>	Head of Major Projects & Investment Head of Environmental Services	Technical Services	Feasibility Study Spring 2020 Full Business Case & Planning Application - Spring 2021 Commence Construction Autumn 2021
	4.6.4 Assure good compliance through the <u>Health & Safety Board</u> in relation to key compliance issues such as fire safety, asbestos management and gas safety	Director for Digital & Resources, Director for the Economy, Director for Communities	Major Projects & Investment, Technical Services Health & Safety Building Control	Ongoing

4.7 Effective procurement and contract management, driving sustainability and value for money	4.7.1 Deliver <u>procurement savings</u> of £200k per year	Head of Finance	Orbis Procurement Contract Managers	2020-2023
	4.7.2 <u>Review the procurement strategy</u> to ensure alignment with sustainability and social value goals	Head of Finance Strategic Sustainability Manager, Head of Wellbeing	Orbis All suppliers	June 2020
	4.7.3 Ensure <u>maintenance of the contracts register</u>	Head of Finance	Orbis	Ongoing
	4.7.4 Deliver on-going contract management training to improve soft and hard skills in managing suppliers and contracts	Head of Finance	Orbis	Ongoing

Platform 5 – Leadership of Place

Between 2015 and 2018 we identified that Leadership of our Places was one of our critical five platforms, vital to ensure our best chance of achieving the prosperous, healthy, innovative places that our communities demand and success across our other platform agendas.

Some elements of the Leadership Agenda attract considerable public attention, others less so. The vital importance however of good civic leadership of our places has been proven and is well understood. In addition to leading on our “statutory duties” of providing services, what has become increasingly clear as Local Government and local governance becomes more fragmented, complicated and less resourced directly by Central Government is the need to champion, promote, challenge and convene in the interests of our places and the communities we serve. At a time when national and international governmental volatility is at the fore, locally based governance with Local Government that listens, understands, plans and delivers for the present, and the future, is more vital than ever. At Adur & Worthing Councils (and across a range of our strategic stakeholder partners) we take this responsibility seriously.

At a local level policy debates will at times be contentious, the integrity and validity of the democratic legitimacy of the Councils however, seldom is. This is a reputation hard won and one we intend to continue and to build upon.

And, we remain clear that the Councils are by no means the only leaders of place. Other institutions, other partnerships, our communities of geography or interest and individual residents at times are much better placed than the Councils to lead. In those circumstances we happily provide a platform for others to lead, whilst recognising our democratic responsibilities to ensure strong outcomes for all.

At a local level we have good networks and have developed our Local Strategic Partnership (Waves Ahead) to be a more flexible network of institutions and leaders. We actively participate in, or lead, a range of partnerships across all of the platform areas and have put time, energy and care into building the capacity of leaders across our system to step up.

In advocating of our places to institutional investors or framing community based projects for and with the NHS, our politicians, staff and colleagues from other organisations have shown they can come together with skills to make things happen.

There remains strong consensus around the level of ambition for our places and our communities. This ambition extends well beyond representative (Party) Politics to participative community leadership as well ... we believe this is a healthy indicator for our futures.

Over the next three years we intend to focus our place leadership (with our partners) on the following themes:

- Developing our elected members and fostering relationships with other leaders of our communities
- Developing the reputation of our places (and our reputation as leaders and innovators nationally)
- The civic data Agenda
- Emergency Planning and Civil Contingency

Commitment	Activities & Projects	Lead Responsibility	Partners Involvement	Timescales/Milestones
5.1 Place branding, place promotion, inward investment and recognition of achievements	5.1.1 Develop a strong place brand for Worthing and engage key partners to maximise uptake and use.	Head of Communications	LSP, TCI, range of business and inward investment agencies	by February 2020
	5.1.2 Oversee and manage the reputation of our places and seek to align messages with key partners	Head of Communications	A variety of partners depending upon the issue	Ongoing
	5.1.3 Promote Adur & Worthing Councils and key partner activity and in issues where it supports the development of the five Platforms or the delivery of commitments, including encouraging behavioural change to achieve outcomes desired.	Head of Communications and all Heads of Service	A variety of partners depending upon the issue	Ongoing
	5.1.4 Develop network skills and influencing potential across our local Community and Voluntary Sector ensuring we hear the voice of community	Head of Communications Head of Wellbeing	West Sussex County Council, Infrastructure Support Organisation and other Community & Voluntary Sector organisations Wellbeing	Ongoing
5.2 Develop national reputation for thought leadership and innovation in key areas in other Platform agendas	5.2.1 Digital and creative entrepreneurship (see Platform 1)	Director for the Economy, Head of Communications	As Platform 1	As Platform 1
	5.2.2 Service design in public services (see Platform 4)	Director for Digital & Resources, Head of Communications	As Platform 4	As Platform 4
	5.2.3 Responses to climate change and ecological degradation (see Platform 3)	Director for Digital & Resources,	As Platform 3	As Platform 3

		Head of Communications		
	5.2.4 Innovation in housing and investment markets (see Platform 2)	Director for Communities, Head of Communications	As Platform 2	As Platform 2
	5.2.5 Learning town centres (see Platform 1)	Director for the Economy, Head of Communications	As Platform 1	As Platform 1
	5.2.6 Digital and technological innovation. OpenCommunity data standards project (See Platform 4)	Director for Digital & Resources, Head of Communications	As Platform 4	As Platform 4
5.3 Develop and sustain strong personal and organisational relationships to support Platforms for our Places and effective delivery of commitments and future activity. Ensure the necessary relationships of influence are in place	5.3.1 Ensure positive working relationships at a local and regional level including:- a) Greater Brighton Economic Board b) West Sussex County Council and other District and Borough Councils c) Infrastructure Support Organisation and wider Community & Voluntary Sector d) Housing partners e) Criminal Justice and Community Safety Partners f) Coast to Capital Local Economic Partnership g) Various NHS bodies	Chief Executive, Directors, Elected Members	All partners listed under Activities & Projects	Ongoing Senior staff and key Members have a number of formal relationships as well as informal ones. Regular review of how effective those relationships are.
	5.3.2 Ensure strong working relationships with a wide variety of national partners including but not limited to:- a) Central Government b) District Councils Network	Chief Executive, Directors, Elected Members	Significant number of partners	Ongoing and subject to regular review as to efficacy and effectiveness of relationships

	<ul style="list-style-type: none"> c) Local Government Association and New Local Government Network d) Future Gov and various innovation forum partners e) Potential funders and investment partners f) Social innovators who could bring value to our places 			
5.4 Emergency Planning and Civil Contingencies	5.4.1 Ensure Adur & Worthing Councils own Civil Contingency and Emergency Planning activities well planned and resourced. Technology and training support provided to all relevant staff	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing
	5.4.2 Ensure strong relationships with Pan-Sussex Civil Contingency Groups, best fit our activity with theirs, shared understanding of planning and operational imperatives etc.	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing, maintain regular coordination and planning meetings with Pan-Sussex training events including testing and mutual aid arrangements in scenario trainings
	5.4.3 Participate in the design, development and rolling out of scenario planning and other training exercises both in Adur and Worthing and at a Pan-Sussex level to ensure good understanding of cross agency roles and responsibilities in any civil contingency activity	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing, maintain regular coordination and planning meetings with Pan-Sussex training events including testing and mutual aid arrangements in scenario trainings

5.5 Politics and politics	5.5.1 Continue to enhance and strengthen the formal Political leadership of our places (in an uncertain national political environment). Continue to develop and build capacity in elected Members roles, elections, relationships between officers and Members, JOSC, and ensuring party political disagreement leads to strong direction setting and doesn't hold up essential elements of the agenda.	Director for Communities, Head of Wellbeing	All Members and relevant national bodies	Ongoing
	5.5.2 Developing participative and deliberative democracy (ensuring greater participation of all) using key themes to develop new methods of engaging our communities in the issues that matter most (and utilising their skills and energies) and creating the next generation of civic leaders.	Director for Communities and all relevant organisational leaders on themed areas	A wide variety of partners and community representatives	Ongoing
5.6 Developing the Civic Data agenda	Create a flexible framework for the delivery of open data solutions, whilst ensuring the reputation and integrity of "civic data" is held high. Work with national players to develop exemplar approaches and to develop a new data resource base for our place (with the opportunity to scale beyond).	Director for Digital & Resources	A wide variety of public service agencies holding data and key expert adviser organisations that can enable us to develop a strong approach	Framework by Autumn 2020

6. Building our Capacity

When we began our Platforms for our Places approach we knew that as an organisation (and as a wider place based system) we would need to work hard on developing new capacities to be able to deliver. In particular systems leadership, digital skills, commercial skills, design skills and the capacity to create and maintain strong leadership relationships were all essential. For the most part we have made real progress in each of these areas. And we know there is more to do.

We have left behind the notion of being a solely “municipal service provider” and moved to a position where our purpose is to create platforms upon which we and others create and sustain healthy and vibrant financial and social economies for our communities. *Going Forward* we want to use the assets of the State and others to meet existing and emerging need ... in short to become civic social entrepreneurs, creating and sustaining value for our communities. This shift in purpose (and accompanying mindset) is both exciting and challenging for us and our key partners. For a number of us who have worked in Local Government for many years we know this is a demanding stretch but encouragingly we have seen many people rise to the challenge well over the last three years.

We have set out (primarily in Platform 4) some of the key areas of capacity that we need to build (or scale further). These are capacities that go well above and beyond the traditional areas of “expertise” in our Local Government functions and in particular our focus for the next three years will be on:-

- a. Continuing to develop systems leadership capacity across Adur and Worthing (and beyond)
- b. Developing our capacity as service designers with the ability to design and implement rapidly
- c. Continuing to develop our tech and digital skills (particularly where they are aligned to service design)
- d. Develop the skills of all of our senior leaders in commercial fields (including investment, contract management, procurement, conflict management, negotiation, storytelling and partnering around commercial opportunities)
- e. “Modern customer service” by which we mean how we fundamentally review services delivered with those in use our services to ensure they better fit their needs and remain continually cost effective.

7. Resourcing, Evaluation and Accountability

With Platforms for our Places 2017-2019 we consciously avoided the approach of creating a new “bureaucratic industry” around reporting on commitments and individual projects and programmes. Ownership of delivery lies with particular members of staff and they are accountable to their line managers and ultimately relevant elected Members or Committees for delivery. We wanted to avoid a new bureaucracy because such an approach (as Local Government has experienced in the past) can be energy and resource intensive, data becomes obsolete within days may run counter to the very agility and adaptivity that we need.

The Chief Executive and Directors assess progress against all of the commitments on a quarterly basis (and Directors do so with their own management teams more regularly). Elected Members receive six-monthly reports on progress at both Joint Strategic Committee and at Joint Overview & Scrutiny Committee and have the opportunity to challenge progress. The six-monthly reports seek to identify common themes as well as areas where we are getting stuck.

Broadly this approach has served us well and will continue to be deployed in our new “Going Further” approach.

Rather than publish to the public detailed data on each of the commitments we intend to develop the approach used to create “Building AW” to find a stronger reporting narrative in Councils’ strategic areas of focus. Our sense is this provides members of the public with a more helpful way of seeing development and progress over time.

And in Local Government we know that we have historically budgeted on an annual cycle. Whilst there are perfectly sensible reasons for this (primarily that Government has given us a whole range of data about funding on an annual basis) we have increasingly moved to a Medium Term Financial Strategy which gives us a 3-5 year view. That means that we are able to plan with greater certainty for the three year period through to 2023. We have developed this Platform for our Places : Going Further approach in parallel with the development of the 2020/21 budget process and therefore one speaks to the other.

And we recognise that resource isn’t just about money. And it isn’t just about the Councils’ money. Increasingly we seek to use the capital and revenue financing of public service partners (and others) to support areas of mutual benefit. For example working with Health or Education partners (or County Council) we can pool resources to have greater effect. In each Platform area we seek to identify any new available resources.

And we know there is considerable latent resource in Community. There are people with skills, time and potentially useful connections and resources who would be interested in being involved in some of the platforms we describe. This is why in the Platform 5 Leadership of Place agenda we devote time to building and sustaining effective relationships. We (and a number of other partners) have valuable data and intelligence as well as other assets that we can use creatively to produce new value.

A number of the commitments that we have set out in this document will require detailed business cases and resource identification of their own right. A number of others require existing allocated resources to be used “within the day job”. Platforms for our Places does not in itself make any new binding financial commitments. It sets out our stall as to likely activity resource by future capital and revenue budgets ... being fully aware that a number of those resources will require individual political decisions of their own right.

—— End ——