



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
1 December 2020
Agenda Item 13

Key Decision [No]

Ward(s) Affected:N/A

Annual Summary of Risks & Opportunities

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

1.1 This report provides the annual updates on the Councils' Corporate Risks and Opportunities and their management.

2. Recommendations

2.1 That the progress in managing the Corporate Risks and Opportunities be noted;

2.2 That the Committee consider if it would like any further information on any of the Corporate Risks and Opportunities; and

2.3 That the Committee agree to receive a further annual progress report in Autumn 2021.

3. Context

- 3.1 The Committee has previously requested that a summary report on progress in managing the Councils' Corporate Risks and Opportunities be reported to it Annually in accordance with the Risk and Opportunity Management Strategy 2018 - 2020. This will assist the Councils in monitoring the Corporate Risks and Opportunities and is also good practice in effective Risk and Opportunity Management.

4. Issues for consideration

- 4.1 Corporate Risks and Opportunities are reported and updated to the Council Leadership Team (CLT), in consultation with Heads of Service. Information on Risks and Opportunities is also provided to the Joint Governance Committee three times a year.
- 4.2 Since the previous report to the Committee in October 2019 the Councils have been faced with dealing with the Coronavirus Pandemic (Covid-19) and the response. This will continue to affect the operations of the Councils to meet the demands of the response and normal business functions and subsequent recovery effort may last 12 months or more before there is a stage of "relative normality". A separate Corporate Risk has been added relating to Covid-19 and a number of the other Corporate Risks and Service Risks now include commentary and impacts which relate to Covid-19.
- 4.3 A summary of the current monitoring and status for the Corporate Risks and Opportunities is set out in the Appendix to this report. This includes details of the mitigation measures in place and these practices being followed by the Councils continue to highlight the good standards being set across the organisation in the management of Risks and Opportunities and the importance of risk and opportunity management, especially in these difficult times.

5. Engagement and Communication

- 5.1 The CLT and Organisational Leadership Group (OLG) have been consulted on the production of this report.

6. Financial Implications

- 6.1 There are no direct financial implications as a result of this report but there are some financial implications connected with the actual Risks and

Opportunities.

7. Legal Implications

- 7.1 There are no direct legal matters arising as a result of this report. The Joint Strategic Committee has responsibility for receiving an Annual report on the management of the Corporate Risks and Opportunities. The approved Code of Corporate Governance specifies that the Councils should have an effective system of Risk management in place.

Background Papers

Adur and Worthing Councils Risk and Opportunity Management Strategy - 2018 - 2020

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Sustainability & Risk Assessment

1. Economic

Matter considered. The Risks and Opportunities are directly linked to the projects and work streams that are in place to help deliver the commitments and activities contained in the Councils strategic vision 'Platforms for our Places: Going further' and the recent 'And Then' document which sets out a number of initiatives to help the communities recover as restrictions are lifted. These will impact on the economic development of the areas if they occur.

2. Social

2.1 Social Value

Matter considered. Some of the Risks and Opportunities impact on communities.

2.2 Equality Issues

Matter considered. No issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no direct issues identified.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered. Developing the Councils and communities role in Tackling Climate Change and Supporting our Natural Environment is one of five platforms for development in "Platform for our Places : Going Further". There is a Corporate Risk covering 'Climate Emergency' that considers these issues.

4. Governance

The Risks and Opportunities are aligned with the Councils' priorities contained in 'Platforms for our Places: Going further'. As part of good Governance the Councils need to manage Risks and Opportunities effectively and clear governance controls are contained in the Risks and Opportunity Management Strategy which include the requirement to report annually on the Corporate Risks and Opportunities to the Joint Strategic Committee.

Corporate Risks and Opportunities 2020/21

1. Covid-19 - Impact on provision of Council services and the recovery effort

High Risk

November 2020 -

The Community Response phase three is now in place to support communities.

A self isolation payment platform and system has been developed to support those instructed to self isolate.

An employment platform has been developed to provide information and advice for those that have lost their jobs as a result of Covid.

The A&W Food Partnership continues to develop - as led by Community Works. Resources have been secured and a further bid is being developed.

Relationships with Mutual Aid Groups continue to be developed.

2. That the Council finances continue to be under pressure

High Risk

November 2020 -

Government funding for Covid related pressures has now increased to an estimated £5.306m (Adur £1.463m, Worthing £3.843m) which will ensure that Councils will remain in a reasonable financial position for the remainder of 2020/21. Cost impacts which affect future years are being built into the 2021/22 budget. The Councils are currently on track to set a balanced budget for 2021/22.

Councils Leadership Team are receiving regular reports on the financial position and have initiated a strategic review over the next months, as well as immediate spend control measures whilst ensuring work continues to deliver against the Platforms for our Places strategy as our programme will support economic recovery and community resilience.

3. Potential impact of Welfare Reform changes

High Risk

There has been little change to the impact that the rollout of Universal Credit is having on the number (reduction) of live Housing Benefit claims but there has been an increase in the number of claims that are being received for Council Tax Support - average weekly volumes have been

- Throughout 2019/20: 40
- April 2020: 103
- May 2020: 85
- June 2020: 71
- July 2020: 54

- August 2020: 51
- September 2020: 46
- October 2020: 51.

4. Economic uncertainty - Risk that key national indicators might impact on the local economy.

High Risk

November 2020 -

The Councils recognise the need to respond quickly to support the interests of local business and the wider economy. A number of measures have been identified to ensure that the local economy develops the necessary resilience:

Supporting the local economy where there are opportunities for growth. The digital and creative industries sector has been growing at a significant rate nationally. Understanding this sector and nurturing its growth in our local economy will continue to be important;

Supporting our major businesses as they develop new business models;

There will be an expectation that local authorities play a more central role and we have already seen this in the distribution of Government grants and processing of business rate relief requests. We will need to partner with some of our major employers to secure access to public investment monies that do become available;

Economic recovery will require local authorities to be agile and flexible in using their powers to respond at pace to support the economy. This is likely to mean that new and innovative approaches will be needed to overcome traditional barriers and traditional bureaucratic obstacles;

A resilient local economy will demand affordable and high speed digital infrastructure 'on tap'. Publicly available digital access will help to support town centre recovery and the wider visitor economy. New ultrafast fibre is currently being installed across our area, the first towns in the south east, and a funded initiative to provide "Citizen WiFi" will also support the town centre and seafront, and those who cannot afford data plans.

Supporting our town centres and helping create the right conditions for trade. In the short term this will include working to help ensure that our town centres and supporting infrastructure offer a safe environment for residents and visitors. This includes car parks; public spaces; community facilities; civic buildings; seafront and cultural and leisure venues.

We have also been co-ordinating the development of additional measures in our towns to help with Covid-safe practices including appointing 3 new information officers (using government funding) to provide guidance and engagement to businesses and groups around covid.

A Safe Towns Group is in operation to help coordinate actions to help support businesses to reopen safely including:

- New pavement policy - to make greater use of outdoor space,

- The #WelcomeBackAW campaign for local residents to the town centre
- Continuing with wise regulation to ensure businesses are operating safely
- Providing information and guidance for businesses to enable them to reopen safely, including targeted advice and support
- Adapting practices within the PH&R Team to ensure businesses can adapt, e.g. online food safety assessments.
- Adding greater 'on the ground' capacity to assist businesses and, where needed individuals, to outline up to date covid safety guidance from Council officers (enabling a real-time response for businesses)

Using our asset base wisely to provide opportunities for employment to support start up businesses and those with the opportunity to scale up; this includes providing grant funding.

Launched a new Employment Support App (November 2020) to provide detailed and direct support for those in our communities that have / are facing redundancy or unemployment.

Accelerating our programme of major development projects to support economic recovery;

Accelerating the digital infrastructure programme to ensure that local businesses are well placed to compete;

Respond to changing patterns of consumer behaviour together with greater expectations around ethical supply chains and locally sourced products. The councils are well placed to support business through their procurement activity;

Working with training and skills providers to assist people back into employment;

The Councils commissioned a review of economic data during the pandemic in July 2020. The pandemic recovery will demand that we continue to closely monitor this data and trends to ensure that we can make timely and well informed decisions. An update report, which also responds to the recent national lockdown (November 2020) is due in December.

Respond to national and / or lockdown scenarios by adapting delivery into 'covid response', which includes the distribution of nationally funded covid business support grants (primarily focusing on this mandated to close).

5. Housing supply - Availability of affordable housing supply including; emergency and temporary accommodation; move on accommodation at LHA rates and suitable/affordable private sector rented accommodation.

High Risk

November 2020 -

Demand for emergency accommodation continues to increase, with more households presenting homeless currently due to eviction from friends and family and so the Councils have commissioned research to help us better understand where the end of the furlough scheme and potential job losses are most likely to fall within our communities to enable more proactive and preventative work with these individuals and families. In addition the Councils have:

- Continued to ensure that anyone who is street homeless is made an offer of

- accommodation in order to continue working in the mode of 'Everybody in'
- Scaled the Opening Doors scheme in order to increase the supply of affordable rental accommodation and increase the use of the private rental market

Due to COVID-19, the Councils are not able to use the traditional nightshelter arrangements to accommodate individuals sleeping on the streets this winter and so the Councils have worked with partners to create an alternative to the usual hostel arrangements for night shelters and winter SWEP in the event of cold weather. In addition extra capacity has been provided for the outreach team to help make sure that the members of the homeless community get the support they need to keep themselves and others safe. This will enable the outreach team to increase the time spent working on the streets with those furthest from services. The outreach team has also secured a town centre venue to provide a drop in facility to address the reduced access to existing day time services due to Covid-19 restrictions.

The Councils have submitted a bid for financial assistance to support those sleeping rough this winter and individuals accommodated during the last COVID-19 outbreak through the government's Next Steps Accommodation Programme.

Though the government has extended the ban on eviction, it is likely that increased evictions from both private sector and social landlords will begin to impact more from January next year. While we already anticipate evictions resulting from antisocial behaviour, it is likely that the end of the furlough period and a downturn in the economy may result in more evictions resulting from rent arrears.

The Councils intend to engage with social landlords to reduce evictions especially due to rent arrears. A multiagency group, through the "Thrive Project" is currently exploring the best way to engage those in rent arrears and their landlords.

Furthermore, the Housing Needs Team continues to work closely with the DWP and WSCC's Early Help service to identify vulnerable households at risk of losing their home so that the Councils can intervene jointly.

The adopted Local Plan for Adur has identified key strategic housing sites and planning applications have been submitted to and or approved on the following sites which will deliver a significant level of housing and affordable housing to meet future housing needs:

- New Monks Farm (600 homes inc. 180 affordable homes)
- West Sompting (520 homes inc. 156 affordable homes)
- Western Harbour Arm (Free Wharf 540 inc. 162 affordable)

To assist the delivery of these sites the Council has worked with the developers and has helped to secure over £20 million additional public sector funding from the LEP and Homes England. The Council has also contracted to sell the Civic Centre site to a Registered Provider to deliver 170 affordable homes on the site of the former Council offices.

The emerging Local Plan for Worthing is looking at allocating key green and brownfield sites to help increase the level of housing to help meet future housing needs. The Council has also been active to secure LEP and Homes England funding (over £15 million) to help deliver the following brownfield sites and ensure the delivery of affordable housing:

- Teville Gate
- Union Place
- Grafton

In addition, in view of the Council's housing need Worthing Council has agreed to bring forward two greenfield sites in advance of the Local Plan (West Durrington (Phase II) and Fulbeck Avenue). These two sites have the potential to bring forward 400 new homes including 120 affordable homes.

Worthing is also reviewing its Community Infrastructure Levy in view of concerns that it is affecting the delivery of affordable housing on brownfield sites.

6. Organisational development - Risk that policies and learning offer are outdated and limit our ability to adapt and drive change. Ageing workforce and need better succession planning.

Low Risk

November 2020 -

- A second cohort of leaders are completing the Leadership Lab - this development programme will support participants to develop their leadership abilities.
- The Leadership College meets quarterly and involves all leaders across the organisation, with outside speakers, and key inputs relating to key strategic projects, council finances etc, and helping strengthen relationships between our leaders
- Commerciality reviews have been held for all Heads of Service and those with a greater responsibility for commerciality activities to improve our ability to generate income
- Apprenticeships are being used in teams to plan for ageing workforces and are also being used to upskill staff stepping into different roles (i.e. the six new Team Leaders in Parks are completing a team leader apprenticeship to upskill themselves and embed this new team). We have updated our processes and policies following an internal audit and are working towards using more of our levy, through:
 - developing new apprenticeship course (i.e. in service design),
 - Identifying cohorts of learners in skills needed for the future (i.e. upskilling maintenance teams in the skills needed to install and maintain 'greener' sources of heating, such as ground and air source heat pumps).
- We're leading nationally on the development of a service design apprenticeship, with partners such as HMRC, Cancer Research, Government Digital Service
- We're reviewing our recruitment & selection processes to make sure our workforce is demographically reflective of the communities of Adur and Worthing and that we're 'selling' what it's like to work for the councils and what we expect from any new staff
- All line managers undertake 'Leading Quality Conversations' training to accompany a revised 1-1 approach. In addition, we have a full L&D programme for 2020/21 focused on leadership development and H&S requirements
- A new HR system has now been procured, which will provide the data to managers (via a self service dashboard) to understand their people issues and take appropriate action. This system will start to be rolled out in modules from February 2021.
- The HR policy review is still in progress and has paved the way for other important policies to be updated, as well as new ones to be created, such as the Out of Hours

Policy.

7. IT Disaster recovery - Hosting applications locally carries increasing risks given the pace of technological change. As for most councils, we have limited resilience in the team, and too much dependence on key personnel. Our data centre cannot be sufficiently protected from physical threats.

High Risk

November 2020 -

Good progress is being made on cloud migration work. Our document management system and our website will be migrated to the cloud in November. We have moved to a supplier hosted (Software as a Service, SaaS) model for Environmental Health and licencing and work on a SaaS solution for HR and Payroll is underway with a go live date of March 2021. Work to migrate the Revenues and Benefits system to the cloud is underway and will be completed by October 2021.

Recommendations for the data centre are being reviewed, as we will continue to need a data centre, allebit one with a much smaller footprint, in future.

8. Major Project delivery - the risk remains that some major projects could remain undelivered and strategically important sites remain vacant. There is potential for social and economic benefits not to be realised with the resultant impact on our communities.

High Risk

Covid-19 impact - Covid19 impact will continue to add a degree of uncertainty to the property market but the extent of this is not known at this stage. Delivery of new homes including affordable homes, improving and supporting town centres, and providing employment opportunities are key priorities for our communities. The delayed delivery of significant development projects either by the public or private sector will result in the economic and social dividend from these projects being unrealised.

The Councils have embarked on an ambitious programme of development that makes the best use of their existing assets and commits to forming effective partnerships with other landowners and investors. This will help to 'de-risk' projects and create the right conditions for development to take place. For example, Worthing Borough Council has entered into a Land Pooling Agreement to help de-risk the development of Union Place and secure access to the agencies and skills necessary to deliver.

The Councils have made clear and unambiguous the importance of delivery to the development sector, and also indicated their willingness to work in partnership. A dedicated team has been established to manage the major projects and capital budgets adjusted to reflect the priority attached to this work. Regular monitoring of progress provides oversight and formal reporting to the relevant executive councillors; internal project groups and formal Committee meetings take place to oversee progress.

Both Councils have used Local Growth Fund monies to deliver the necessary infrastructure

to support development . The Councils have also played a pro-active role in supporting Coast to Capital in the development of a Strategic Economic Plan to ensure that their priorities for the development of major projects are represented and therefore, more likely to benefit from future public funding.

This year has seen a series of major milestones reached on each of the major development projects. The challenge and the opportunity will be to maintain progress and delivery on the ground whilst adapting to changes in the wider economic landscape.

9. Emergency response - Review of capability to respond to emergency incidents

Medium Risk

November 2020 - A successful strategic level exercise was undertaken with participants from CLT and Heads of Service. A number of trends emerged from the session which culminated in the creation of a new Operational procedures document which sets out the process of staff isolation and business continuity arrangements.

As another consequence of the exercise, a new round of Business Continuity plans have been launched for all service areas to complete to demonstrate the measures taken to reduce transmission and reduce the risk of a loss of staff during a local outbreak.

10. Failure to comply with the new GDPR - Risk of fines and associated costs

Medium Risk

November 2020 -

Focus on performance continues.

GDPR refresher training for elected members rolled out

GDPR audit of a service area to be completed between January & March 2021

11. Climate Emergency

High Risk

November 2020 -

1) Mitigating climate change

- 2 new Carbon Reduction posts have now been created and are working to deliver the councils Carbon Neutral 2030 target.
- Council carbon emissions were reported to JSC in November identifying a 13% decrease in emissions during the 2018-19 period, against a target average of 10% emissions reduction/year.
- Bid applications to the Public Sector Decarbonisation Scheme (PSDS), the Low Carbon Skills Fund and Housing Technical Assistance Fund have been submitted for just under £2m to deliver carbon reduction projects across the council estate.
- The councils are involved in a SE Warmer Homes consortium which has received £3,100,500.00 to deliver Solid Wall Insulation & Low Carbon Heating measures in 300 homes. This allocation was under the Green Homes Grant Local Authority Delivery (LAD) 1A.
- Under the Solar Together Sussex scheme, over 700 households in A&W registered

interest to have PV and/or battery storage installed in homes.

- A study for Adur & Worthing to become carbon neutral area-wide by 2050 has been produced by Anthesis.
- A Draft Climate Plan has been developed with community partners for further engagement/consultation and establishing closer working relationships on local climate action.
- The councils are working closely with DemSoc and an Advisory Group of local experts to deliver and hold an online Climate Assembly with 45 Assembly members September-December.
- The New Carbon Reduction Team have been recruited to work on carbon reduction across councils services to deliver the 2030 carbon neutral target.
- Progress developing project to radically decarbonise heat on the Worthing Civic Quarter; consultants have completed techno-economic assessment and identified a viable scheme, stakeholders are engaged and preparing to sign MoU. Further £125K funding secured from BEIS to develop Outline Business Case, funding bid, and to engage with stakeholders on Heads of Terms.
- A study has been completed to investigate solar PV opportunities on council owned land and building assets.
- Following a procurement process, the WSCC Concession Contract to deliver a countywide EV network AWC has been awarded to Liberty Charge with Virgin Media.
- Two pop up cycle lanes from the LCWIP routes were delivered in Worthing (A24) and Shoreham (A270) by WSCC under the EATF (Emergency Active Travel Fund) Tranche 1. Following objections by motorists WSCC decided to remove the schemes. The decision was called in for the Shoreham scheme and will be reconsidered by WSCC on November 18th as the scheme has seen significant increase in cycling without the traffic flow impacts seen in other schemes.

2) Adapting to climate change;

- The Strategic Flood Risk Assessment has been updated and found that (Section 12) of 41 development sites in A&W: due to climate change, 21 sites are predicted to be at risk of fluvial flooding and 18 sites are predicted to be at risk from tidal flooding in the future; but also 27 sites are predicted to be at risk of surface water flooding.
- Ongoing exploration of opportunities on council owned land, in and bordering Adur & Worthing for offsetting, biodiversity, rewilding and climate resilience schemes in particular New Salts Farm, the Adur Estuary and Kelp restoration with external partners.
- Adur DC has approved project costs for coastal defence works at Kingston Beach
- Technical Services are assessing flood risk on/in vicinity of council owned land/buildings to identify opportunities for projects to improve climate resilience.
- Parks planning to review opportunities for flood mitigation through an increase in permeable surfaces and rain gardens
- Ongoing collaboration with external partners to investigate restoration of kelp forests which could reduce storm surge and tidal influence on the shore line by 70%; and to investigate an Adur Estuary project to provide flood mitigation and multiple additional benefits.
- Emerging Worthing Local Plan includes a new chapter on climate adaptation. Adur Local Plan will need to be refreshed to improve its response to Climate Adaptation

3) Preparing for more frequent extreme climate events and impacts

- Adverse weather impacts are considered by AWC Emergency Planning service based upon pan Sussex risks using the National Risk Register of Civil Emergencies. The Sussex risks are in the public domain available to all via the Sussex Police register.

Opportunities

1. Place based health - The increasing alignment/integration of Health, Social Care, Wellbeing and District and Borough services creates a real opportunity for Adur and Worthing Councils to influence and shape the long term health and preventative agendas for our residents.

Medium Opportunity

November 2020 -

Work has focused on the development of Phase Three of the Community Response and developing a more integrated - person centred - approach to health and wellbeing using our Wellbeing Advisors, Social Prescribers and One Junctions. We want people working locally to feel confident to signpost people they're working with to the right place to help with factors that may be affecting people's health and wellbeing. Areas such as: debt and housing advice; healthy lifestyles support and where to find help to get online and improve digital skills for example. We are developing short 4-5 minute training videos and in partnership with Community Works, longer audio downloads, that describe local services and how to find them which will be distributed and available on the Youtube platform.

Local Community Networks have not yet been reformed due to the pandemic and lockdown.

2. Place leadership - Civic Governance and the way Adur and Worthing Councils co-lead with a range of community and key stakeholder partners is vital to provide the leadership and direction our communities and places need over the medium and longer term

Medium Opportunity

As identified in the key commitments within Platforms for our Places this includes:-

- Developing strong place brand and a brand for the Councils and ensuring our place identity is well managed
- Ensuring the strongest network of partnerships that can genuinely be both strategic and unblock operational and direction issues
- Building and continuing to build the capacity of our CVS infrastructure organisations to ensure key voice of our CVS organisations are plugged into the right conversations
- Developing critical intelligence/data that all leaders of place require
- Continuing to progress our systems leadership work. We have done this within our Adur LCN and are holding this in our Worthing LCN. We have also held other sessions for different groups in the system.
- Ensuring our Local Strategic Partnership remains relevant and adds value in addition to the other underlying thematic partnerships

Ensure strong and sustained relationships are built and maintained with Greater Brighton partners, LEP, WSCC, Districts and Boroughs, commercial sector, community and voluntary sector, NHS and other statutory partners essential for a collaborative approach to leadership of place.

3. Sustainability - Through *Platform 3* and *Sustainable AW* the council is initiating activity, collaborative relationships and enhanced capacity across Adur & Worthing to deliver positive environmental change.

Medium Opportunity

November 2020 -

- New Salts Farm has been purchased to protect it from development and preserve and enhance the land as a natural habitat.
- The Climate Assembly has been hugely successful in engaging expert national and local speakers to assist the 45 assembly members in their deliberation of climate challenges and opportunities. Recommendations are being refined and will be finalised for a report in December/January.
- A new Sustainability Officer post has been created to work across the council and communities.
- A Draft Climate Plan has been developed for A&W and approved at JSC Sept 2020, this will be amalgamated into a Sustainable AW Climate Plan which will set out the commitments made by communities and partner organisations alongside the Council's own commitments. Engagement with local stakeholders has begun.
- The 2nd edition of SustainableAW magazine is being finalised for publication at the end Nov/Dec 2020.
- A revised Travel Policy for the council is underway ahead of the loss of car parking for staff at the Civic Centre Car Park
- Ongoing exploration of opportunities on council owned land for biodiversity/rewilding (and climate resilience)
- An emerging Food Partnership for A&W is under development in collaboration with Community Works and local community sector organisations. A funding bid will be submitted to the National Lottery to continue this work.

Covid-19 impact - Covid19 has created 3-6 month delays to the following projects

- None identified

4. SameRoom - Build a service design and digital capability to help us transform ours and others' services.

Medium Opportunity

November 2020 -

SameRoom has developed a strong reputation for providing high quality support to change initiatives, putting residents and communities at the heart of service redesign.

We are procuring service design support for 2020-22 which will give us capacity to focus on some key areas where we know improvements are needed, including:

- Good Services & New Solutions is a cross-organisational group which meets quarterly to learn service design skills and identify projects that will benefit our residents and create services aligned to our Good Service standards.
- Thrive - developing improvements to services to vulnerable people and supporting a shift to prevention work in the light of COVID community response and the creation of neighbourhood teams
- 'Moving in' - looking at a seamless process that supports businesses and residents who move into our area.
- Climate Assembly co-design - giving support to develop any community-led recommendations to ensure the ideas develop into tangible actions.
- Recruitment & selection - a design project that will look at how our workforce can better reflect the diversity of our area and how we can appeal to different candidates through articulating who we are and expectations that staff who work for us are open to continued development and adapting to the needs of the future
- Recruiting to a new service design post.
- Adur & Worthing leading nationally on development of a service design apprenticeship.
- Through active involvement in service design networks and our track record of using service design to create better outcomes for our communities, we are being proactively approached by service design agencies with proposals to co-bid for funding to deliver service design projects (such as through the [LGA housing advisors programme](#) and in work to embed sustainable service design principles).

5. Social Innovation - This may provide an opportunity to look at issues, whether these be problems or not, in a different way. The key is to finding and developing a network of 'innovators' in our places who have the willingness and capacity to work together and with us to explore new ideas.

Medium Opportunity

There are a number of innovation projects emerging as well as increased capacity for innovation. This includes:-

- A new Director for Communities has been recruited with a strong track record of community and democratic innovation, digital and data.
- Working with individuals and businesses to unlock ideas and make connections.
- Working with partners to focus on themes and physical assets and resources (e.g. Local Community Networks, WSCC Transforming Libraries)
- Going Local which is going from strength to strength - funding has been extended across Adur and Worthing and reach continues to grow
- Service design work around important Thrive agendas of Work and Money
- Our work on Preventing Homelessness continues and has been notable with respect to its creativity and pace during the pandemic
- The development of the 'Activity Strategy' and its response to the changing nature of leisure as well as the shift in behaviours caused by Covid
- Community Innovation Network and plans to build on this network for 2020.