



ADUR & WORTHING
COUNCILS

Joint Strategic Committee
9 July 2019
Agenda Item 5

Key Decision: No
Ward(s) Affected: All

Platforms for our Places Progress Report (January to June 2019)

Report by the Chief Executive

Executive Summary

1. Purpose

- 1.1. To provide Joint Strategic Committee an update on the Councils' progress in delivering the ambitions and commitments set out in *Platforms for our Places* for the period January to June 2019, and highlights certain areas of strategic importance.
- 1.2. The Councils continue to implement the commitments adopted in January 2018 (and refreshed in July 2018). 8% are now complete (blue), 67% of activities are on track (green) and 25% are at potential risk (amber).
- 1.3. The report provides the opportunity for JSC to report to both Full Councils and the Joint Overview and Scrutiny Committee on progress.

2. Recommendations

- 2.1. Note the progress made and challenges experienced in the implementation of *Platforms for our Places* over the period January to July 2019.
- 2.2. Request the final update in December 2019 concluding the *Platforms for our Places* programme.
- 2.3. Agree to refer this report to Joint Overview & Scrutiny Committee for their consideration.

3. Context

- 3.1. In December 2016 Adur District and Worthing Borough Councils adopted *Platforms for our Places* as the Councils' direction of travel for the next 3 years. In July 2018 (18 months into that programme) both Councils adopted a revised set of commitments and activities to reflect the progress that had been made and the issues that had emerged over the first half of the programme.
- 3.2. *Platforms for our Places* builds on the need to explore and reset our relationship with our residents, recognising as Councils we cannot and should not do everything for everyone. Our role as Councils (as well as providing great services and vital safety nets) is to create and maintain five essential platforms upon which our communities can build happy, healthy, prosperous and connected places.
- 3.3. *Platforms for our Places* identifies five platforms underpinned by a series of commitments namely:
- a) Our Financial Economies
 - b) Our Social Economies
 - c) Stewarding our Natural Resources
 - d) Services and Solutions for our Places
 - e) Leadership of our Places

Platform	Commitments	Activities and Projects
Our Financial Economies	11	47
Our Social Economies	8	31
Stewarding our Natural Resources	7	21
Services and Solutions	5	18
Leadership of our Places	7	30

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

- 3.4. Progress reporting draws on the progress of the 147 projects and activities and the Councils broader activities to provide a snapshot of how the Councils are contributing to the development of the five identified platforms. Table 3.2 shows how the status of projects and activities are determined

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

Table 3.2 Status Indicators and definitions

3.5. All previous 6-monthly update reports to Joint Strategic Committee have also been considered by Joint Overview & Scrutiny Committee (JOSC). JOSC has commented in the past that the analysis by platform was helpful and asked for particular commentary on any “red” commitments.

4. Issues for consideration and update

4.1. The progress report ([Attachment A](#)) provides an overview of the main highlights, challenges and future focus in the development of the five platforms over the last six months. The Attachment also provides an overview of the current status of Platform Commitments in pie chart form. Table 4.1 provides a further breakdown of these activities and projects progress. In evaluating the progress of these activities and projects a reasonably objective analysis has been employed, and while there may be debate on ‘how green’ or ‘how amber’ a particular project may be, the overall assessment gives a reasonably robust view of our progress.

Platform	On Track	Potential Risk	Complete
Our Financial Economies	25 (53.2%)	16 (34%)	6 (12.8%)
Our Social Economies	18 (58.1%)	11 (35.5%)	2 (6.5%)
Stewarding our Natural Resources	17 (81%)	4 (19%)	0
Services and Solutions	14 (77.8%)	3 (16.7%)	1 (5.6%)
Leadership of our Places	25 (83.3%)	3 (10%)	2 (6.7%)
Total	99 (67.3%)	37 (25.2%)	11 (7.5%)

Table 4.1 Status of Commitments by Platforms

4.2. It is also perhaps worth remembering that these 140 or so commitments are not 'everything we do', far from it. Whilst progressing our Platforms agenda we have continued to provide a full portfolio of universal services to the communities we serve. At times this has been challenging, particularly in some of those demand led areas where we have seen an increase in need, without a consequent increase in supply of resources either in terms of finance or assets (e.g. new housing).

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

4.4. Responding to our changing town centres

4.4.1. The changing nature of town centres has increased in national prominence over the past six months. The pressures faced by the retail sector in particular has created greater uncertainty over the traditional (retail led) role of our town centres. While our town centres remain vibrant commercial, social and cultural focal points for our communities, as previously reported to JSC, the Councils have sought to take proactive actions to support and convey confidence in our town centres.

4.4.2. Over the last 6 months this has included:-

- (a) Continuing to provide quality cultural experiences for our residents, with over 800 new memberships for our Worthing Theatres audiences (adding to the over 40,000 existing audience members)
- (b) Continued maintenance, design and development of our public realm,
- (c) Recognition for the Councils maintenance of Worthing Pier (named 2019 Pier of the Year) and management of Shoreham Farmers Markets (named the best Farmers Market in Sussex)
- (d) Working with partners across Worthing's town centre to successfully gain purple flag status for our night-time economy (at first time of applying)

- (e) Delivering and supporting a vibrant calendar of events, including a new Street Food & Drink Festival in Worthing and the Southwick Spring Fair
- (f) Pursuing innovative approaches to providing employment spaces in our town centres, Colonnade House, has reached 100% tenancy occupancy and the completion of Focus House on the old Adur Civic car park site in Shoreham (on time and on budget).
- (g) Organising the Waves Ahead Conference - *Streets Ahead: pathways to thriving town centres* to engage partners across the commercial sectors on the future of Town Centres and to hear from Bill Grimsey (UK national expert on thriving town centres)

4.4.3. The Councils intend to continue to develop this critical work over the coming months:

- (a) Reaching milestones on key development sites providing employment and housing opportunities in our town centre, including Union Place, Adur Civic Centre Phase II and both the Teville Gate projects.
- (b) continuing to offer attractions that will draw people into our town centres such as the Worthing Observation Wheel and 'SpinOut' programme of outdoor cultural activities, and
- (c) Identifying distinctive propositions for our town centres and seek to position those appropriately for investment opportunities.

4.5. Digital place-making

- 4.5.1. Phase one of the Ultrafast Full Fibre rollout is almost complete, connecting all main council buildings with gigabit-capable optical fibre.
- 4.5.2. The contract for phase two has been agreed, which will connect a further 83 council assets across Adur and Worthing. These include CCTV, leisure facilities, and seafront and parks assets. Further projects are in development for delivery of widespread public WiFi and implementation of an internet of things (IoT network).

4.6. Housing (supply and demand)

- 4.6.1. As with previous reports the provision of housing remains a critical area of focus for the Councils.

Housing Supply

- 4.6.2. Adur District Council have received confirmation that the Secretary of State will not be calling in the decision to grant permission for 600 homes at New Monks Farm. Applications for the development of further sizable provision for housing are expected to be brought and/or determined shortly, include Teville Gate, West Sompting and Kingston Wharf.
- 4.6.3. The Councils are also overseeing 11 housing development sites and (ADC) received planning permission for development at Albion street and 17 units at Cecil Norris House, whilst (WBC) submitted an application for 15 units at Rowlands Road in Worthing. The first phase of Albion street, is about to go out to competitive tender, and will involve the delivery of 44 units of affordable social housing. A further two units of accommodation have been completed at North Lancing Road and will be available to let as social rented accommodation. In total a schedule of around 150 units is currently in our project pipeline across both Council areas.
- 4.6.4. Worthing Borough Council has worked with Boklok UK to agree a proposition for approximately 150 units at Fulbeck Avenue (and an overarching agreement to collaborate on delivering up to a further 500 homes on other sites).
- 4.6.5. Possible infill sites have been identified within Adur Homes which could be used for housing development. Plans for the first phase, which involves four sites are being drawn up.
- 4.6.6. Our housing team has supported improvements to the value of £2.24 million in 237 homes through the Disability Facilities Grant, whilst ensuring that private tenants are living in safe accommodation; (handling nearly 400 complaints, which have lead to 62 enforcement notices, 2 civil penalty notices and 2 prosecutions).

Housing demand - Homelessness

- 4.6.7. In the first three months of 2019 the Councils Housing Needs Team were contacted by 281 individuals or families seeking assistance as they were threatened with homelessness. In the same period 83 households homelessness was either prevented or relieved bringing the total number for homelessness prevented or relieved for Quarter 3 and Quarter 4 to 229.
- 4.6.8. We continue to pursue strategies to identify residents at risk of homelessness as early as possible. Over the past six months our focus has been on GPs as part of 'making homelessness everyone's business'. A training session has been delivered and GPs are looking at introducing prompts into their IT systems to flag up the triggers that could lead to homelessness. The Councils Housing and Wellbeing teams are also working closely to identify better synergies to increase good housing and wellbeing outcomes for residents.
- 4.6.9. The Councils are pursuing innovative strategies to provide stable housing to those experiencing homelessness. *Opening Doors* is a scheme that offers a package to private landlords to let properties to people we have a duty to house. A reduction in the supply of private rented accommodation (as risk/reward ratios have changed for landlords) can create real problems for people seeking private rented property. *Opening Doors* seeks to partially 'de-risk' renting by offering a free service to landlords that includes tenancy sign-up, guaranteed rent and assistance to evict if the tenancy fails. The *Opening Doors* pilot has seen 14 properties/landlords successfully trialed, with no bad debts accrued to date. It has also reduced the Councils' temporary accommodation costs by around £141,000. Our housing teams are now preparing for a full launch of the service. In addition property for temporary accommodation is being bought to reduce costs and increase locally available accommodation.
- 4.6.10. The Councils' efforts to support rough sleepers continues, between January and May more than 40 rough sleepers have been supported into accommodation. In winter 2017 there were an estimated 34 rough sleepers in Worthing and two in Adur, currently there are 12 rough sleepers in Worthing and none in Adur. The Councils and our partners efforts were boosted

recently by further Government funding, in addition to the Rough Sleeping Initiative, a Cold Weather Fund of up to £35,000 was made available to support rough sleepers excluded from other services. 27 rough sleepers were assisted, with only one case returning to rough sleeping (the others were reconnected to family, four to their EU country of origin, employment and private sector accommodation or provided short-term accommodation to give stability and access to longer term accommodation).

- 4.6.11. This winter there will be a second night shelter for our more complex rough sleepers and the team are working to try and ensure that no-one needs to rough sleeper this winter. Further Government funding is supporting work with partners across West Sussex, with a Rapid Rehousing pilot to support rough sleepers into accommodation. The pilot will be supported by trialing a 'Housing First' model with Turning Tides leasing a total of four properties from Worthing Homes, Saxon Weald and Adur Homes. The Rough Sleepers Team membership has increased and now includes Adult Social Care, WORTH, Pause and Drive Project improving our multidisciplinary approach further, our Rough Sleeper Coordinator is also improving links with our local hospitals, improving outcomes for our rough sleepers – the work being used as part of a current bid that is being formulated between all West Sussex Districts and Boroughs, West Sussex County Council, Clinical Commissioning Group, the NHS Sustainability and Transformation Partnership, Hospital Trust and our partners in the third sector to improve health outcomes for rough sleepers.

4.7. Environmental Sustainability, Stewarding our Natural Resources

- 4.7.1. Over the past six months we have stepped up our focus on response to a changing climate, and to responsible stewardship of our natural resources. The Councils have a good recent history of taking action, including the installation of solar panels on corporate buildings, reducing emissions in corporate travel, plastic waste reduction and the adoption of the 'SustainabilityAW' framework. The Councils have also signed the UK 100 Cities Network Pledge to work towards clean energy by 2050. And we are not complacent, more needs to be done.

- 4.7.2. The Councils have seen a reduction in our Carbon Dioxide emissions of 30% from a 2012-13 baseline (this reflects national carbon reduction in the energy sector and how the Council manages its energy contracts and energy projects). This includes the successful installation of a 20 kilowatt Solar PV system at the Shoreham Centre. The new system comprises of 72 Solar Panels and is expected to save about 11 tonnes of CO2 a year by producing 1,000 kilowatts of renewable energy.
- 4.7.3. In Waste and Recycling the move to alternate weekly collections is designed to enable and encourage our residents to think about the amount of waste produced and increase the amount of waste they recycled. The Councils are becoming a 'Plastic Free Council' and supporting initiatives like 'Plastic Free Worthing' and 'Refill Shoreham' and 'Refill Worthing'.
- 4.7.4. Elsewhere on this agenda the Councils are considering gearing up our response to Climate Change with a move towards carbon neutrality by 2030.

4.8. Supporting our ambitions

- 4.8.1. Our digital programme continues to make strong progress with new digital services receiving high customer satisfaction ratings and helping reduce demand in our contact centre. Financial savings continue to be made each year through the programme which was shortlisted for two national digital awards this year.
- 4.8.2. An improvement programme in financial services is progressing well, with a new financial management system launching in the autumn, alongside new budget management training, strategic procurement support through Orbis and ongoing development of the medium term financial strategy.
- 4.8.3. The '*Effortless*' customer services programme is well underway gathering in depth feedback directly from customers with a range of improvements planned including a new website, and expansion of customer contact channels such as live chat. A significant programme to transform the Revenues & Benefits

service is also well underway.

- 4.8.4. Adur & Worthing Councils are leading nationally on the development of a Service Design Apprenticeship, bringing together the Institute of Apprenticeships, Cabinet Office, HMRC, Department for Education, Cancer Research UK, London Borough of Hackney, University of the Arts London and others.
- 4.8.5. The HR policy review is well advanced, creating fewer, more accessible policies along with a very well received new Staff Handbook for new starters and all staff.

4.9. Positioning our Places for Prosperity

- 4.9.1. A degree of economic uncertainty has had an impact on appetites for inward investment across the UK. To date, and by careful management of relationships, Adur and Worthing appear to be retaining the interest of investors across sectors. If macro-economic indicators for the economy start to turn the wrong way this may become more difficult. It is essential, therefore, that the Councils continue to position themselves and their places as an attractive opportunity for investment and talent to come, set up business and put down roots.
- 4.9.2. Worthing Borough Council are looking to develop a form of place branding that can ignite interest from investors and attract people to work, live and play in the town. This work is underway (using small local agencies) and complements the need to continue to develop the Discover Worthing brand to its fullest potential.
- 4.9.3. As Government and private sector capital investment is squeezed it is ever more important that we promote our places on national and regional agendas. The Councils continue to be actively involved in the development by the Coast to Capital LEP of the Local Industrial Strategy seeking to ensure it picks up the needs of our places. The Councils are also likely to become more active players in the Greater Brighton Economic Board ensuring that investment in our City Region meets the needs of all of that large (and growing) region and that Adur and Worthing play their part and receive an appropriate share of dividend.

4.10. **Looking to the future**

4.10.1. This is the penultimate 6 monthly report against the *Platforms for our Places* programme of activities. The programme as currently framed will conclude at the end of December 2019 and work will shortly begin on identifying themes, priorities and activities to guide our strategic direction over the period 2020-2023.

5. Engagement and Communication

5.1. As outlined in the progress report (Attachment A) engagement with our communities and partners is critical to conveying and realising our objectives and delivering the individual activities and projects outlined in *Platforms for our Places*. It remains an important area of focus for officers in the final six months of implementation.

6. Financial Implications

6.1. There are no unbudgeted financial implications in this report. Specific commitments that have capital or revenue consequences are individually assessed as part of the decision making process. The setting of a draft budget for both Councils for 2020/21 has been undertaken with the *Platforms for our Places* commitments in mind, as will be seen from a variety of reports to JSC in the near future and are consistent with the revenue budget and capital strategies.

7. Legal Implications

7.1. There are no specific legal implications relevant to this report. The legal implications relevant to any individual commitment are reported in the usual decision making process.

Background Papers

- [*Platforms for our Places Progress Report \(July to December 2018\)*](#) - Joint Strategic Committee (Item 5) - 31 January 2019
- [*Mid-Term Review and Refresh of Platforms for our Places Commitments*](#) - adopted by Adur District Council - 19 July 2018; adopted by Worthing Borough Council - 17 July 2018
- [*Platforms for our Places: 6 month Progress Report \(January to June 2018\)*](#) - Joint Strategic Committee (Item 5) - 10 July 2018
- [*Delivering Platforms for our Places: Progress Report June - December 2017*](#) - Joint Strategic Committee (Item 5) - 9th January 2018
- [*Delivering Platforms for our Places: Mid-Year Report 2017*](#) and [*Appendix*](#) - Joint Strategic Report - 11 July 2017 (Item 5)
- [*"Platforms for our Places" unlocking the power of people, communities and our local geographies*](#) - adopted by Adur District Council - 15 December 2016; adopted by Worthing Borough Council - 20 December 2016

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Sustainability & Risk Assessment

1. Economic

- 1.1. Delivering our financial economies is one of 5 Platforms for development in *Platforms for our Places*. The progress report (Attachment A) provides an overview and highlights on how the Councils are working to develop this Platform.

2. Social

2.1. Social Value

- 2.1.1. Developing our Social Economies is one of five Platforms for development in *Platforms for our Places*. The progress report (Attachment A) provides an overview and highlights on how the Councils are working to develop this Platform.

- 2.1.2. A particular focus on several elements of *Platforms for our Places* is how to build capacity within our communities and community partners to enable them to shape and lead our places, while at the same time ensuring the Councils provide a robust 'safety net' for vulnerable members of our communities.

2.2. Equality Issues

- 2.2.1. *Platforms for our Places* objectives include building the capacity of our communities, engaging with them to find solutions that ensure that our services (and interventions) are designed to meet specific needs and address areas and issues of historic disadvantage.

2.3. Community Safety Issues (Section 17)

- 2.3.1. There are specific commitments in *Platforms for our Places* which relate to the promotion of communities as safe places. Delivery of these commitments are in progress.

2.4. Human Rights Issues

- 2.4.1. Through the implementation of *Platforms for our Places* the Councils are seeking solutions with other partners to enable our residents, communities and places to thrive.

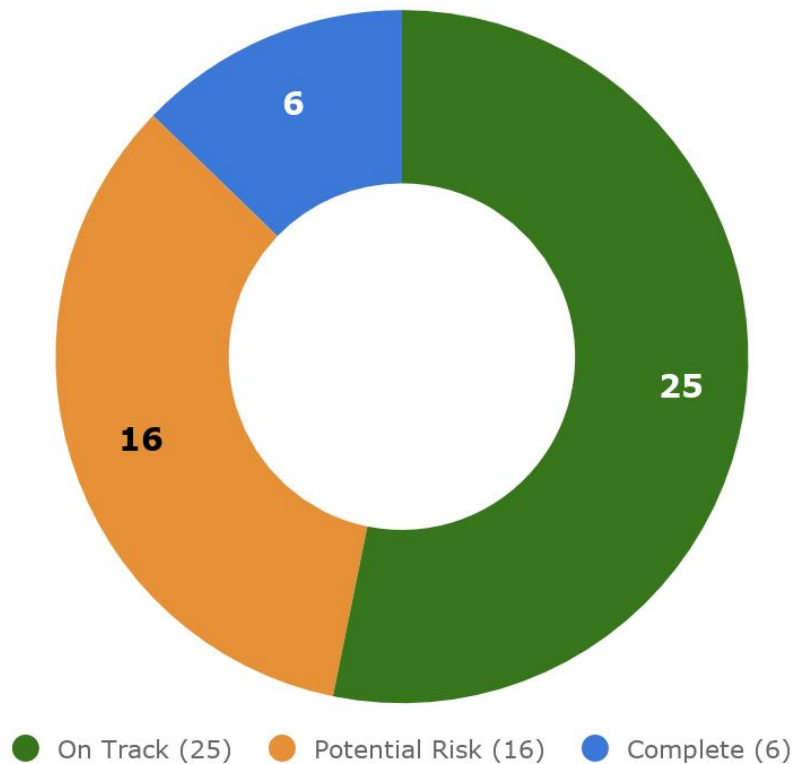
3. Environmental

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

4. Governance

- 4.1. This report provides Joint Strategic Committee an overview of the progress being made to implement *Platforms for our Places*, the Councils' three-year plan to enable our places to thrive.
- 4.2. The presentation of this report and proposed recommendations to refer it to Joint Overview and Scrutiny Committee ensure that officers are accountable in delivering elected members' ambitions for our places.
- 4.3. Working with local and sub-regional partners is a critical element in delivering *Platforms for our Places*. It will remain an important area of focus for Officers.

Commitment Tracker



Overview : last six months

There have been a series of important steps forward on commitments to develop our Financial Economies during the past six months, as we seek to support the development of our creative and digital sectors, respond to the changing nature of our town centres, strengthen our relationship with local business and continue to see progress on major site.

We are seeking new ways to support our growing creative and digital sectors, including moving to the next stage with proposals for Colonnade House to underpin its future as a creative and digital hub, along with the significant expansion of the ultrafast fibre network to an additional 83 council sites including town centre, secondary shopping areas, seafront and park locations.

Over the last six months the health of retailing on our high streets has become of great concern across the country. We are exploring new and imaginative ways of addressing this challenge in partnership with those who wish to invest in our town centres and on the seafront.

To realise our local economies potential we are having a sharper series of conversations with the Adur & Worthing Business Partnership having focused on Brexit and Sustainability. This, together with active engagement with the Worthing & Adur Chamber of Commerce, means a coordinated approach to deliver a series of important events to support our local economies.

OUR FINANCIAL ECONOMIES



We have seen significant progress on our major projects sites. We received two planning applications for the former Teville Gate site, one of which has already been determined. The Secretary of State chose not to call-in the New Monks Farm and Shoreham Airport planning applications and work is underway to finalise the planning approvals for both schemes. The new office development 'Focus House' has been completed on time and on budget on the site of the former Adur Civic Centre car park, and we now look forward to the development of the main Adur Civic site.

Platform Highlights : last six months

- 1. Our Creative Economy:** Worthing Borough Council has agreed to establish an independent Cultural Trust to develop and manage the town's cultural assets. The aim is to take the development of Worthing's cultural offer to the next level. Meanwhile the cultural hub at Colonnade House continues to see 100 per cent occupancy and full gallery booking until March 2020.
- 2. Digital infrastructure:** Adur & Worthing are clear leaders in the south east for ultrafast full fibre, with a major extension to the council fibre network now agreed, connecting an additional 83 council sites over the next 2-3 years including in our town centre, seafront, and parks.
- 3. Recognition for local attractions:** Worthing Pier has been voted Pier of the Year 2019 by the National Pier Society, while Shoreham Farmers Market has been recognised as the best Farmers Markets in Sussex at the Sussex Food and Drink Awards.
- 4. Focus House, Shoreham:** Adur District Council has completed the £9.8 million construction of Focus House on the Adur Civic Centre car park site has been completed ahead of time and within budget. The project will ensure the retention of 250 jobs in the area while allowing it to continue to grow - with hopes of a further 150 to 200 jobs created in the first 18 months of occupation.
- 5. Specialist HMRC site at Teville Gate:** 70,000 sq ft office development approved by Planning Committee in June. The new five storey development is set to replace the existing building currently on the site and could accommodate around 900 full time equivalent employees by March 2021. Worthing will be one of five specialist sites located across the UK.
- 6. Taxi Regulation:** We have updated and relaunched our new Taxi Handbooks for Adur and Worthing and continued to work closely with the licensed trade around safeguarding and wellbeing, promoting Wellbeing Checks at the Taxi Forums to improve Drivers wellbeing

and securing the introduction of CCTV in vehicles as part of our efforts to ensure effective safeguarding.

Challenges

1. **Thriving town centres:** We will need to respond to the challenges facing the retail sector in our **town centres**. A series of coordinating interventions will help to ensure that an evolving town centre is well equipped to offer a higher quality experience for residents and visitors. This will include our public realm; improving our car parks and supporting a year round programme of events and activities.
2. **Delivering our Economic Strategy:** A greater understanding of the local skills landscape is needed and the constructive role the Councils' can play. Also further thinking is required on how our ambitions to develop Advanced Manufacturing and Engineering in Adur is realised.

Future Focuses

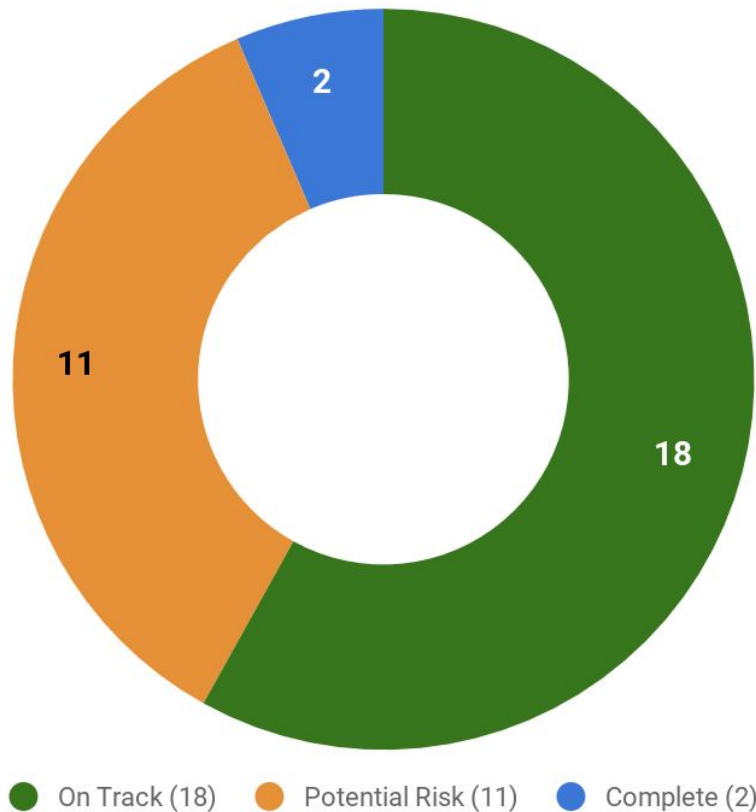
1. **Major Projects:**
 - a. WBC is working in partnership with West Sussex County Council and both '**Teville Gate**' developers to transform Railway Approach and deliver a high quality public realm that welcomes visitors to the town;

- b. Progress continues to be made on the **Bayside development** on the site of the former Aquarena;
- c. Work commenced on a seasonal giant **observation wheel** for Worthing seafront;
- d. Procurement of a development partner for **Decoy Farm** has commenced.
- e. Our partnership with London & Continental railways has seen a scheme for **Union Place** move into the design stage;
- f. we have successfully marketed the **Adur Civic Centre main site**, and look forward to progressing its development.

2. **Activating Digital Infrastructure:** The installation of gigabit provides our places with a new digital capability. The next period will see how this capability can impact our place, including businesses and the place making agenda. This includes examining the role of digital infrastructure in the changing nature of our town centres and data to inform economic and town centre development.

3. **Responding to the changing nature of our town centres:** Looking at what strategic inputs are required to respond to the changing nature of our town centre. The Councils will continue to pursue other initiatives to help enhance the town centre experience including events, markets, the Worthing Observation Wheel and public realm development.

Commitment Tracker



Overview : last six months

The Councils continue to take steps to support our communities when they are most vulnerable, and finding innovative approaches to reduce risk of poor health and housing outcomes.

We have received national recognition for our social prescribing programme - 'Going Local'. We are also expecting another milestone being reached on the development of the Worthing Health Hub (another example of the Councils' working in collaboration with health partners).

We have also seen significant progress being made in our efforts to provide housing and supporting those who are experiencing homelessness. We are seeing real results from our proactive approach to support those Rough Sleeping. The Councils are overseeing 11 housing development projects, in particular Albion Street, Cecil Norris House and Fulbeck Avenue developments are designed to provide new social and affordable housing solutions to our communities. Worthing Borough Council's formative partnership with BokLok to deliver a model for new homes at Fulbeck has attracted significant national and international attention and work will now begin on designing this important new scheme.

Platform Highlights : last six months

- 1. 'Going Local', goes national:** 'Going Local', the Councils Social prescribing programme has been shortlisted in the Public Health Category of the MJ Local Government Awards. Between November 2018 and February 2019 the programme has undertaken 1,277 referrals, averaging 47 per month. The Councils have reinvested in the housing support worker for "Going Local" for a second year.
- 2. Thrive and loneliness:** As part of our Health and Wellbeing agenda, we have been convening work focusing on some important agendas for our communities, including the way in which we think about and tackle loneliness. We have been convening a number of service design sessions with partners - including our Director for Public Health- over the last nine months around a Thrive agenda, to designing new and more creative ways in which communities can be better connected in places and through intergenerational approaches. The next steps are now taking shape to turn this work into actionable priorities
- 3. Our communities remember:** Following a number of years working with the families Adur District Council unveiled the Shoreham Memorial on the banks of the Adur River. The memorial honours the 11 men who lost their lives at the Shoreham Airport tragedy. News of this touching memorial was shared by national, regional and local news outlets.
- 4. Investing in our Bereavement Services:** Worthing Borough Council work commenced on the £750,000 investment into the extension of Durrington Cemetery. This will ensure that Durrington Cemetery will continue to provide burial options to our community for the next 30-35 years by providing 2,000 burial spaces and 1,200 ash plots. This work compliments the refurbishment of facilities at Worthing Crematorium.
- 5. Action on rough sleeping:** The Councils' efforts to support those rough sleeping was recently boosted by Government funding. 27 rough sleepers were assisted, with only one person returning to rough sleeping (the others were reconnected to family, employment and private sector accommodation or provided short-term accommodation to give stability and access to longer term accommodation). Further Government funding is supporting work with partners across West Sussex to support rough sleepers into accommodation, including trialing a 'Housing First' model with Worthing Homes and Turning Tides. The important work of our teams and partners were also shared through a rough sleeping action week which reach 38,000 people across the Councils' social media platforms.

- 6. Building Homes:** The Councils are also overseeing 11 housing development sites and received planning permission for 50 units at Albion Street and 17 units at Cecil Norris House (Adur), and submitted an application for 15 units at Rowlands Road (Worthing). A total of 150 units is currently in our project pipeline. The first phase of Albion Street is about to go out to competitive tender will involve the delivery of 44 units of affordable social housing. A further two units of accommodation have been completed at North Lancing Road, and will be available to let as social rented accommodation. Worthing Borough Council has worked with Boklok UK to agree a plan for approximately 150 units at Fulbeck Avenue, and an overarching agreement to collaborate on delivering a further potential 500 homes.
- 7. Hidden Home:** Possible infill sites have been identified within Adur Homes which could be used for housing development. Plans for the first phase, which involves four sites is being drawn up.
- 8. “Opening Doors”:** The Councils are developing strategies to provide stable housing to those experiencing homelessness. “Opening Doors” is a scheme that offers a de-risking package to private landlords to let properties to people who are in temporary accommodation. The scheme offers a free service to landlords that includes tenancy sign-up, guaranteed rent and assistance to evict if the tenancy fails. The Opening Doors pilot has seen 14

properties/landlords successfully trialed, with no bad debts accrued to date. It has also reduced the Councils’ temporary accommodation costs by around £141,000. Our housing teams are now preparing for a full launch of the service.

Challenges

- 1. Addressing anti-social behaviour** - The Councils long standing programme of work with partners continues. However Anti-Social Behaviours issues in our town centre and surrounding parks and spaces have become more apparent over the early summer months. Work has been focused on developing our approach to dealing appropriately with these issues whilst continuing a good level of assertive outreach support. This has been challenging due to the complex needs of some individuals and the length and duration of the legal work needed to address behaviours. We have retained a strong focus on support needs alongside this.

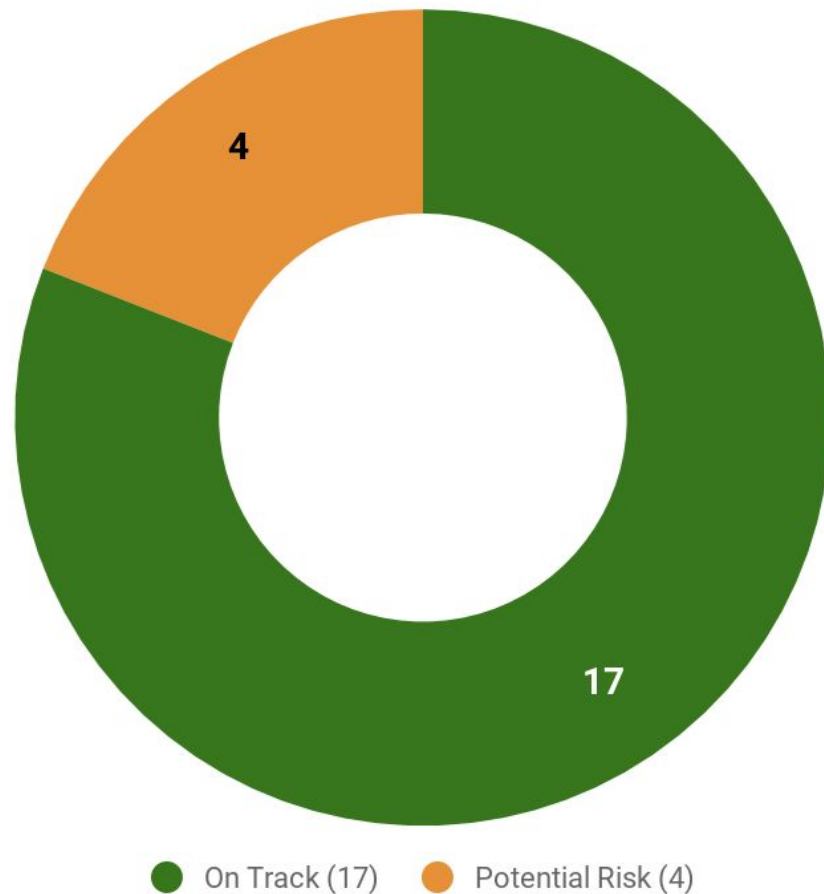
Future Focus

- 1. Working on homelessness prevention:** A Temporary and Emergency Accommodation Strategy Working Group has been set up to develop formal strategy building upon the prevention work already started. This prevention work is focusing on bringing down the numbers requiring this support, reducing average nightly cost, continuing to monitor and increase the supply of affordable

accommodation, and supporting moves on into permanent accommodation.

- 2. Reviewing our strategic approach to housing:** Given the emerging challenges and changing landscape around Housing the Councils will be reviewing a range of current housing policies, including our overarching housing strategy and housing allocation policy.
- 3. Building continues:** Significant milestones should be achieved on Worthing Health Hub development along with Albion Street and Cecil Norris House contracts which should be proceeding well over the next six months.
- 4. Working better together:** The Councils' Wellbeing and Housing team are undertaking design work to further our approach to address the underlying and interrelated preventative issues that contribute to poor health outcomes and people being at risk of homelessness.

Commitment Tracker



Overview : last six months

Real progress has been made. As Councils we have seen our carbon emission reduced by 30%, with plans for further reductions underway. We have also been working with our communities and businesses to reduce their carbon emissions through the LEAP energy saving scheme and promoting the easitADUR&WORTHING transport initiative. The Councils are continuing the work of turning ideas about our future cycling and walking infrastructure needs into strategies and policies ready for investment.

On waste, the Councils have made a commitment to become 'Plastic Free Councils' and continue to support community efforts to reduce plastic waste. Preparations are underway to move to alternative weekly waste collections and promote behavioural changes that encourage our residents to reduce the waste they produce and increase their recycling.

Platform Highlights : last six months

- I. Environmentally engaged communities:** The Councils continue to grow the number of volunteer activities taking place in our parks, open spaces and foreshore. Over forty active green space groups are working in partnership with our parks team. We have an increased number of volunteer clean ups on our foreshore and in our parks.

- 2. Award-winning stewardship:** Worthing has retained the Seaside Award for our successful stewardship of Worthing foreshore. The Councils have applied for seven green flag awards, the national standard of excellence for Parks. Looking to increase our number from five obtained last year.
- 3. Preserving Stern's Legacy:** Worthing Borough Council was awarded £800,000 by the Heritage Lottery Fund. The planned programme of restoration works would improve the visitor experience, preserve the national chalk plant collection and celebrate the Stern legacy at Highdown Gardens.
- 4. Adur Tidal Walls:** The Environment Agency have formally completed work on the Adur Tidal Walls project – an event marked at a ceremony in March 2019. This project reduces the risk of flooding in Shoreham.
- 5. Reducing our Carbon Footprint:** The Councils have successfully reduced their carbon emissions by 30% (based on 2012-13 levels). This reduction is expected to continue with successful installation of a 20kw Solar PV System at the Shoreham Centre. The new system comprises 72 Solar Panels and is expected to save about 11 tonnes of CO₂ a year by producing 1,000 KW of renewable energy. We have reviewed our corporate vehicle fleet in our journey to operating an ultra low emission fleet, further work is also being undertaken to address the contribution of Council business travel. This work demonstrates the Councils' commitment to our "UK 100 cities" network pledge to work towards clean energy by 2050.
- 6. LEAP into energy saving:** LEAP (the energy and money saving advice service) has in the 6 months exceeded targets and provided considerable benefits to our local communities:
 - a. 121 households have benefited by £235,747 through LEAP
 - b. 1011 energy saving measures have been installed;
 - c. 508 tonnes of carbon emissions will be saved (over 10 years);
 - d. 33 residents had received a total of £99,000 additional income per year through benefit entitlement being identified;
 - e. a total of £2,782 has been saved through energy switching
 - f. 182 referrals have been made to LEAP in Adur & Worthing, easily exceeding referrals achieved by other West Sussex authorities involved in LEAP (Horsham 55, Mid Sussex 55, Crawley 118).
- 7. A sustainable commute:** The Councils adopted a Staff Travel Action Plan, working with Sustrans, to promote more sustainable transport options for staff commutes and business travel.

In March easitADUR&WORTHING was launched, within one month it achieved its target of 5,000 staff signed up across all the employers in Adur and Worthing. A large number of businesses have signed up, including: Mosaic Online Systems Ltd; Sussex Partnership NHS

Foundation Trust; Worthing Hospital (Western Sussex Hospitals NHS Foundation Trust); Pier 2 Pier Care Services Limited; The Proto Restaurant Group; AIG; Equiniti; Kreston Reeves; GSK etc.

- 8. Plastic Free Councils** - The Councils supported a commitment to becoming Plastic Free Councils. A working group is now overseeing initiatives (including single use plastics and waste audits) and drafting a Plastics Strategy. The Councils are also supporting Refill Worthing and Refill Shoreham.
- 9. 'Beauty and the Beach'** - On Saturday 11th May we celebrated the 'Beauty of Worthing Beach' event with our partners in Southern Water. This event was part of our broader work with Southern Water to improve bathing water quality in Worthing.

Challenges

- 1. Local Cycling & Walking Plan (LCWIP):** We are at draft plan stage and now in a difficult period of aligning and cementing into policy, strategy and activity.

The first draft of our LCWIP will need to be developed to achieve a robust document against which we can apply for finance for building infrastructure, and adopt strong planning policy. We've been the first West Sussex District and Borough Council to draft an LCWIP and have perhaps been the "WS guinea pig".

- 2. Mitigating Shoreham's Flood Risk** - Planning permission granted for a flood defense wall at Sussex Yacht Club and agreement reached with the club for the purchase of the land. There remain challenges in identifying funding to support the construction of this infrastructure, with Adur District Council taking on the financial risk in the interest of our community.

Future Focuses

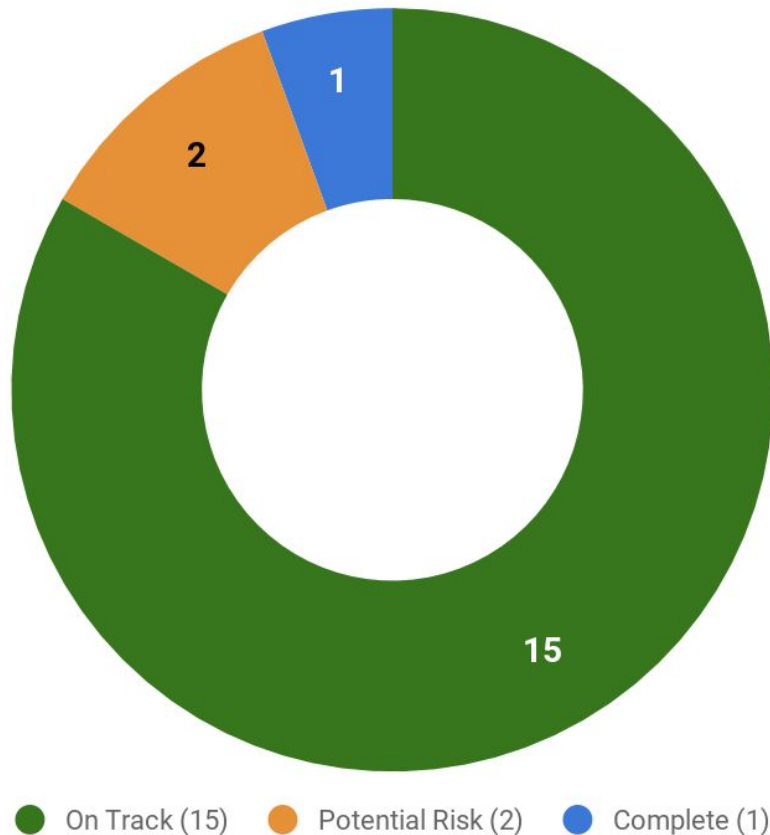
- 1. Changing waste habits:** The Councils will continue to make preparations for the adoption of alternate weekly waste collections from September 2019 to all residential properties (excluding houses of multiple occupancies). 80,000 people were reached on the waste review campaign in three weeks, and our Communications team will continue to keep our residents fully informed about the service change and promote waste recycling and minimisation behaviours.

We have organised revised routes and keep our staff engaged through this period of change, and will be building in short term contingencies to cope with anticipated increased public demand for information.

2. **Energy and Carbon Reduction** - Procure and commission a Carbon Reduction Plan. This will cover two main areas:

- a. establishing a baseline date against which to measure our progress and a carbon reporting methodology;
- b. identifying a pathway for the council to achieve the adopted carbon reduction targets whether neutral carbon by 2030 or 2050; creating a prioritised list of cost effective energy interventions (such as LED installation, boiler replacement, solar PV installation);

Commitment Tracker



Overview : last six months

An important part of our financial strategy has been commercialising aspects of our services to generate revenues for the Councils. Our Environmental Services have finished the branding and marketing development of our trade waste services. Our Communications services are also pursuing opportunities to tell stories about our places. These commercial approaches will also improve the quality of services delivered to residents and support the delivery of service more broadly across the Councils.

A critical element to our financial strategy has been our digital programme. The Councils innovations with waste services and housing repairs have recently received national recognition, and are just two projects in a wider programme of nearly fifty digital innovations implemented or underway.

Platform Highlights : last six months

- Our digital programme:** The Councils were shortlisted in the Digital Transformation category for MJ Local Government Awards in recognition of our low code development approach and the sophisticated products developed on the MATS platform for Environmental Services and Adur Repairs. The Digital Programme now has four active programmes and 49 projects, with a further four projects identified. The Councils were also shortlisted for Digital Council of the Year (Digital Leaders 100 awards)

and awarded Regional Digital Champion award 2019/20 (Digital Leaders 100 awards).

2. **Designing new solutions:** The Councils were selected as one of eight areas to work nationally with the Design Council and LGA on a design in the public sector challenge. Bringing together others partners from across different sectors, we have been using design thinking to focus on how we might develop the work and skills approach for those that are in our temporary accommodation in much more imaginative ways. The implementation of this work is being developed and co-led by our across the Communities and Economy Directorates.
3. **“Effortless”: Customer Service-** We have launched the “Effortless” programme, which aims to improve the customer experience across the councils. Key achievements to date include: customer service health checks completed with key heads of service, in-depth customer interviews completed with 36 customers, prototype design for a corporate customer service dashboard in place, improving functionality of our Salesforce (CRM) and starting work to renew webpages for four services.
4. **Telling our stories:** There is continued growth of our audiences across the Councils social and traditional platforms
 - a. Facebook monthly reach - 106,000
 - b. Twitter followers - 8,000 (up 5% in the last six months)
 - c. More than 50 front pages in local and regional media
 - d. Regular features on BBC South, ITV Meridian and BBC Sussex radio
 - e. #OurStoriesYourCouncils - 95,000 reach in four months from six council bloggers from across areas as diverse as planning to wellbeing and foreshore to digital.
5. **Our commercial ambitions:** Environmental Services has finished the branding and marketing development of our commercial waste trading arms to enable our trading services to operate under a strong, trusted and vibrant brand to increase and maintain our commercial trading opportunities.
6. **Reviewing our HR Policy:** The HR policy review is well advanced, creating fewer, more accessible policies along with a very well received new Staff Handbook for new starters and all staff which was co-produced by staff across the organisation.

Challenges

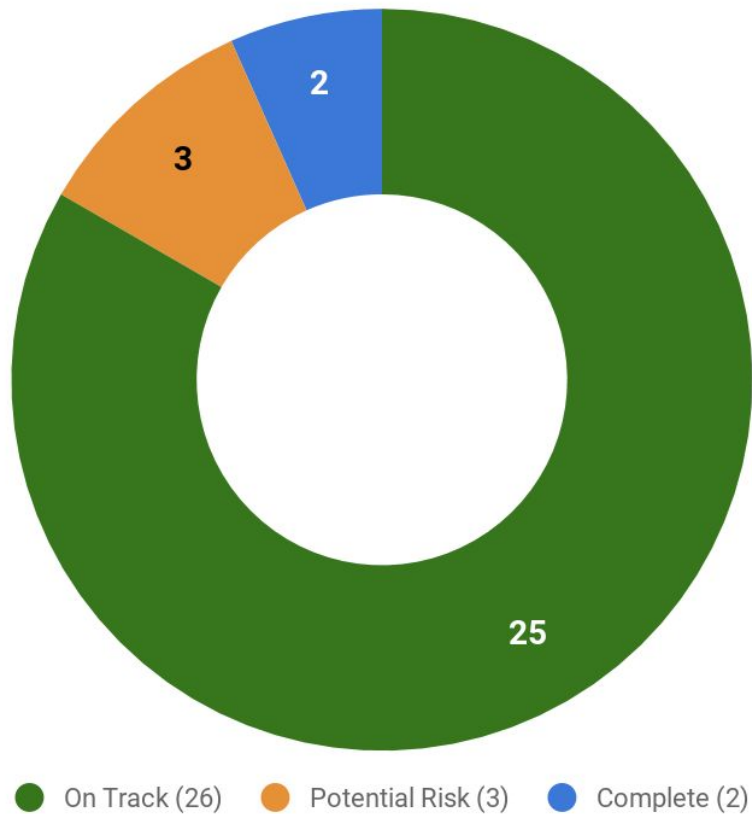
- 1. Medium Term Financial Strategy:** With significant additional pressures on the councils' finances, and uncertainty in relation to the timing of the Fairer Funding Review, these are difficult times for the budget. However, a strong strategic programme is in place with a coaching support model for senior leaders to help develop options in addition to the successful strands already in place.
- 2. Management and Pricing of Councils' Assets:** Further consideration is required in managing and marketing the Councils efforts to activate our public spaces. Seafront space planning continues to be critical, and a challenge. The Worthing seafront is starting to see significant change, for example, the forthcoming Worthing Observation Wheel, new restaurants, therefore we continue to plan the 'movements' effectively to ensure minimal disruption (to the public, concession holders, event organisers etc.) We also need to identify sustainable commercial arrangements with concession holders and events, balancing market value with policy objectives in developing a sustainable model.

Future Focuses

- 1. Workforce strategy:** We will develop a workforce strategy over the next 6-12 months which will assess workforce demographics, recruitment and retention patterns, and the development of modern skills for the 21st century, such as commercial, service design and digital. Adur & Worthing are leading nationally on the development of a Service Design apprenticeship which is expected to be established to support the development of the profession across public, private and third sectors.
- 2. Strengthening our Capital Programme:** A new supplier framework will be developed for maintenance & inspections to improve proactive maintenance and compliance across our asset base, while delivering better value for money. The capital programmes for Adur Homes and the corporate estate are also being strengthened under new leadership and use of stronger project management methods.
- 3. Building up SameRoom service design capability:** with learning and development opportunities for a wide range of staff, and exploring the creation of a freelance network to provide skilled capacity when needed, which could develop into a commercial service offer.

- 4. Using data in prevention:** Use of data to provide an early indication of residents getting into financial difficulty and helping us work more proactively and preventatively.

Commitment Tracker



Overview : last six months

The Councils continue to develop and maximise our relationships with a wide variety of leaders of our places, in particular how we position our places into the future, develop our local economies and foster environmental sustainability. Despite economic uncertainty the Councils continue to engage with our strategic partners, and seek to position our places to attract people to work, live, invest and visit.

Platform Highlights : last six months

- 1. Developing Worthing's identity:** Worthing has been presented in a positive light with an appearance on BBC's The One Show, and as a film location for cinema, TV and music videos over the past 6 months.
- 2. Elections:** Mobilising 720 staff to successfully conduct the Worthing Borough Council and European Parliamentary Elections. 85,000 ballots were counted over the two elections, with over 35% of registered voters participating in both elections.
- 3. Leaders in Sustainability:** Collaboration with partners on engagement events:
 - a. "Sustainable Business Partnership Breakfast" hosted at Gordon Room. (Attended by 30 businesses)
 - b. "Refill Shoreham", Ropetackle Arts. Attended by over 100 local residents, groups and businesses

- c. “Plastic Free Worthing”, hosted at Gordon Room. (Attended by over 150 local residents, groups and businesses).
- d. Collaborated with Southern Water on a water efficiency campaign to local residents focusing on wards suffering high levels of deprivation: Central; Heene; Eastbrook; Southwick Green.
- e. ‘Beauty of the Beach’ day of action with Southern Water and Environment Agency - 5,000 people were reached with messages around improving bathing water quality in Worthing

4. Worthing’s Night Economy: The Council led a partnership that achieved the Purple Flag accreditation for Worthing, at the first time of asking (only 15% of applicants manage this first time around). This award recognises quality aspects of the evening and night time economy.

5. Facilitating place-based conversations: Council officers supported the delivery of a high quality and professional Waves Ahead Conference, centred on the future of our high streets. A number of positive comments about the event have been received, including setup, style, delivery and overall experience.

There is recognition that town centre partners need to work together, demonstrating real partnership working and added value (especially when looking at the town centre developments - in the broadest sense).

- 6. Preparing for EU Exit:** Developing the Councils response to EU Exit, in particular engaging with strategic partners to identify areas where the Councils could provide the support our businesses and our communities may need to manage the changes resulting from Brexit.

Challenges

- I. Future of our High Streets:** The Councils have made great efforts to start a conversation with our communities on the future of our town centres, however there is a need to better understand how the economy and places are performing. We’re currently investigating how we obtain, and then sustain, a dataset that aids service planning (e.g. town centre statistics, beyond TCI).

The Councils are also looking at a range of options to support the development of our town centres, including internal coordination of Council services, developing an external town centres commission.

2. Reputation Management: At a local level we need to continue to proactively engage with partners around the management of our town centres to avoid reputation damage. At a macro level the Councils, with partners, need to consider actions to address the challenges and opportunities to attract inward investment in the current and future economic climate and how we promote our places to visitors and inward investors.

Future Focuses

- 1. Place-based learning & development:** Launch of Adur & Worthing Learning & Development/Organisational Development network to encourage greater partnership working and more place-based interventions (for example, a place-based mentoring programme)
- 2. Developing our relationships with Business:** AWBP (Adur & Worthing Business Partnership) is continuing to develop, with a revised Action Plan in place. The AWBP delivery model has been flipped in the last period with the Partnership meeting turning into a Strategic Conversation, meaning more businesses can attend, and the Board having a refined focus.

We will expand our business network, including through the AWBP (Adur & Worthing Business Partnership), to allow new partnerships to

be created allowing topic areas to grow the business engagement and interest.

- 3. Our future strategic direction:** *As Platforms for our Places* concludes we are looking at what priorities should be included to help support the development of our communities and our places for the next 3 years.