



**Getting  
organised  
& getting in  
the water**

*Surf's  
Up!*

Adur &  
Worthing  
councils



# Welcome to *Surf's Up!*

## Executive summary

### WARNING

THIS IS A SERIOUS SET  
OF COMMITMENTS  
AND NOT 'ANOTHER  
CORPORATE PLAN'.

### SURF'S UP IS NOT YOUR AVERAGE CORPORATE PLAN. IN FACT, IT'S NOT A CORPORATE PLAN AT ALL.

Instead, it's an agenda for growth and improvement across the Adur and Worthing areas that encompasses topics as diverse as the communities which choose to live, work and spend time here. Surf's Up can be seen as an approach for a new era of local governance, evolving from the strategic agenda set early in 2014 by Catching The Wave.

This agenda recognises that the function of Local Government is changing, and that it's no longer appropriate for Councils to do (or try to do) everything. Instead, Adur & Worthing Councils are moving to become Civic Social Entrepreneurs, creating and sustaining social value together with the relevant communities locally, regionally, nationally and internationally.

Surf's Up contains around 40 different prioritised outcomes (framed as commitments) which will guide the Councils' activities over the next two years, and be reviewed every six months by Elected Members. Once these ambitious commitments have been delivered, then we will:

- Have delivered (in whole or in part) 15 major regeneration projects, creating 136,000m<sup>2</sup> of business land, 5,000 new jobs, 1,000 jobs in construction and safeguarding a further 1,300 jobs in the area
- Have dramatically grown our capability to deliver projects in partnership with our communities, cutting across the traditional silos of individual organisations for the benefit of all local residents and businesses



- Have redesigned the delivery of our services in ways which meet the current and emerging needs of our customers, businesses and the communities which either call us 'home' or want to do so
- Have recreated our digital offering to transform the way that our customers can interact with us, and the way in which our staff can work for the benefit of our communities
- Regular reviews will keep our approach "live" – when activity has been concluded, we will remove it from the list and where opportunities arise, we will move to capitalise on them to ensure the long term health and prosperity of our places.
- And, in delivering our Surf's Up ambitions, we will also become a far more agile and adaptive organisation ready to meet the challenges, opportunities and changing environment in which we find ourselves

Alex Bailey  
Chief Executive at Adur & Worthing Councils  
January 2015

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## What is it?

In *Catching the Wave*, we posed a question to the communities of Adur and Worthing - did they have the ambition and energy to seize a number of presenting opportunities or were both places happy to remain in the 'backwash'? The answer was an emphatic 'yes' to grabbing the opportunities and *Catching the Wave* set out a direction of travel that has steered a range of our strategic activity over the last nine months. The Cabinets of both Councils (in Summer 2014) noted the progress that had been made and agreed further outline activity over the next 12 to 18 months.

4 If *Catching the Wave* was a call to action, then '*Surf's Up*' is about how we best get in the water and ride the surf. It seeks to set out over the next two years a number of the priority issues that we will tackle, challenges that we will address and opportunities we will seize. It is not, however, a long list of 'everything we will do'. It is key strategic headlines ... and other waves will come along that perhaps we have not yet anticipated and planned for (and that's just the nature of surfing!). What is key is that we as Councils are agile enough to see and catch those waves for the benefit of our communities.

'*Surf's Up*' is not intended to be an 'old school' Corporate Plan. The experience of many is that such Corporate Planning can be energy intensive, can become obsolete within weeks and can at times ossify organisations and systems in ways that run counter to the agility we require. '*Surf's Up*' therefore sets out around 40 prioritised outcomes (framed

as commitments) over the next two years that we will take seriously, strive to achieve and oversee without creating a large bureaucracy around... we will however, put in place systems to ensure that we are making progress on all (and if circumstances change ensuring that we stop activities or identify and bring new opportunities in). The details (the precise "how") will be embedded in Business Plans/Service Plans and objectives for Teams and individual lead officers rather than captured here in '*Surf's Up*'.

### REVISITING SOME FUNDAMENTALS

In *Catching the Wave* we set a direction of travel for our Councils and our places. We identified the challenges and opportunities. (In particular an upturn in the local and national economy; an interesting 'human long shore drift' of inward migrants from other parts of the south coast and London; the challenges but opportunities arising from austerity; an increase in asset values; and a much greater understanding of the presenting opportunities of digital, new technology and how we interact with residents and customers. *Catching the Wave* also sought to identify key patterns from our history that will be of value to our future for example our ability locally to make the use of science, technology and creativity). And we sought to be honest about some of the challenges we faced.

NAMELY:



SUPPORTING  
WEALTH  
GENERATORS



CULTIVATING  
ENTERPRISING  
COMMUNITIES



BECOMING  
ADAPTIVE  
COUNCIL

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## What does this mean for the councils?

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Around the UK, local authorities are responding differently to the challenges of 'austerity Britain'. Some are 'hunkering down' and hoping that the storm passes, some redrawing their roles and service offer with the very real concern of demand led budget deficits and others fundamentally rethinking what they are for and how they operate moving forward. *Catching the Wave* (enthusiastically endorsed by politicians, partners and businesses) clearly places Adur and Worthing in the latter camp. Drawing from our history to design our future, rejecting 'hunkering down', chopping the salami and actively recognising that now is the time for ambition and organising ourselves to best catch the momentum of the 'waves' we have.

As Councils *Catching the Wave* enables us to rethink both our purpose and our business model. We clearly leave behind the notion of being solely municipal service providers for one where our purpose is to create and sustain healthy and vibrant financial and social economies in our communities. We want to help realise the ambition of our residents, communities and businesses and encourage people to step up and play a role in leading their places forward. And, to be very clear, we intend to continue to provide an essential safety net, manage the 'commons' (the community resources that are accessible to all members of society and must be protected and managed for the good of all) and provide the best services and solutions that we possibly can, meeting the long term needs of our residents and communities. In short we place ourselves at the heart of our communities (rather

than the middle of them); we understand and join up the social networks that exist and view ourselves not just as an organisation but as a mechanism to create the places our communities want to be.

In our networked world, change now comes about by making emotional connections, stimulating grassroots ideas, sharing information and data, working with communities, customers and service users to create change together, breaking down hierarchies, liberating the insights and energies of the front line, thinking about systems rather than organisations, distributing power, and having a shared sense of purpose. What a contrast with the traditional local government way, which relied on hierarchical power, leaves leaders to drive innovation, defers to those of higher rank, uses tried and tested methods and adheres to a prescribed 'vision'. Our established approaches to local government can be almost designed to crush change.

To make this shift in purpose requires a change in our mind sets. Whilst pushing hard to improve the quality of all of our services (and innovate particularly using digital technologies) we are already starting to

from the mind set of municipal delivery to all and increasingly becoming **Civic Social Entrepreneurs - creating and sustaining social value**. This means that in leading our communities we are identifying (often new) needs and resources and are skilled in bringing them together to create often long term and sustainable solutions for the benefit of our places. We do not seek to be 'fonts of all knowledge' (or experts on everything) but we recognise our role in community leadership is at times about bringing the right people together, facilitating the right conversations and deciding what our position should be in any solution. None of this is about reducing the importance of providing the democratic mandates or 'social safety nets' and 'legs up' that we will continue and it is important that we define clearly the roles of public participation, the reduction of social inequality and the role of local democracy in this.

This shift in purpose and mind set is both exciting and challenging. It requires us to reconsider at times the way we think, access and relate to the outside world and how we gracefully shift some of our solid and reliable governance systems (in terms of formal decision making and internal operating systems) to meet the challenge. At times this transition will be significant and difficult. This is very much a process over time rather than a 'one day change' but the activities set out in '*Surf's Up*' will only successfully come to fruition if we

**We want to help realise the ambition of our residents, communities and businesses...**

**...we are already starting to move from the mind set of municipal delivery to all and increasingly becoming Civic Social Entrepreneurs - creating and sustaining social value.**

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# Drawing on the wave catchers identified in *Catching the Wave*



'Surf's Up' is split into four sections - namely the three wave catchers (Supporting Wealth Generators, Cultivating Enterprising Communities and Becoming Adaptive Councils and Systems) and a fourth 'Waxing the Board' - which has some of the key stuff we need to fix, and fix soon, to be successful in delivering our ambitions. Each of these

sections sets out a series of commitments that we the Council make to the communities of Adur and Worthing. By commitment we mean that we are sincerely bound to them as courses of action and recognise their importance and value. We will prioritise them and use our best efforts to make them happen.



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# Wave Catcher

SUPPORTING WEALTH GENERATORS



10 *Catching the Wave* sought to draw on our history to identify some of the 'natural resources' that our future economic prosperity will be built upon. Our 'coal' includes our abilities in the science, technology and creativity sectors, our natural and built landscape, our creative and cultural sector, the skills and talent of our resident community, development land potential, our proximity to London, Gatwick and the South Downs National Park and the strength of our local Further Education offer. We also recognised that there were some significant challenges in terms of strengthening some new business sectors, inward investment, the relative lack of sites for new business (and the slowness to develop those that we have), the absence of a Higher Education presence, infrastructure (particularly road and rail), inconsistent international reach, and our image and brand. Perhaps not surprisingly a significant part of our role is to get behind our strengths and work on reducing the impact (or removing) some of the challenges and barriers.

**Our 'coal' includes our abilities in the science, technology & creativity sectors**

## PURPOSE OF DIRECTORATE FOR THE ECONOMY:

Our newly created directorate for Economy was formed with the clear purpose of leading and driving forward our economic growth ambitions; securing investment; and providing a vibrant cultural offer that supports the local economy. We will work with our business partners and stakeholders to secure government and private sector investment in the design and delivery of our major infrastructure and regeneration projects. Our cultural offer is improving and we need to demonstrate and articulate the economic and social value that a strong and vibrant cultural and events programme provide for local residents and the economy. The directorate is outward facing, business and visitor friendly and hugely ambitious.

11 We strive to make Adur and Worthing unique and world class business and visitor destinations where business ambition is supported, not hindered, by our public services leadership and interventions. We have supported our businesses to grow and expand during recessionary times (such as GSK and ETI) and have notable multi-million pound inward investment successes including Rayner. We will attract and secure private sector developers to deliver the much needed new homes, jobs, leisure and cultural facilities and business premises that will ensure that Adur & Worthing is the leading economy along the Coast in West Sussex. If we delivered our 15 major regeneration projects we would create 136,000m<sup>2</sup> of business land, create 5,000 new jobs, 1,000 jobs in construction and safeguard a further 1,300 jobs. In the same period if we built the 7,000 new homes planned for in our emerging Local Plans in the next 10 years, we could generate an additional £9m-£10m in council tax revenue for the authorities.

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THE FULL LIST OF COMMITMENTS MADE TO THE ADUR AND WORTHING COMMUNITIES BY THE DIRECTORATE FOR THE ECONOMY CAN BE SEEN ON PAGE 24 – 29

# Wave Catcher

## CULTIVATING ENTERPRISING COMMUNITIES



CULTIVATING ENTERPRISING COMMUNITIES



In *Catching the Wave* we set our ambition to develop Enterprising Communities across Adur and Worthing (communities of geography, common interest, business, age or type of resident etc.). By 'enterprising' we mean communities that can come together, recognise the challenges they face, innovate, create and realise opportunities, effectively taking and managing risks, encouraging active participation, self-reliance and self-determination and communities that become resilient to economic or other shocks and where people have the confidence and pride to stand on their own two feet to compete and fully participate in community life.

This is about supporting and unleashing the power of people in community to run and improve their own lives and the places in which they live, whilst maintaining an essential safety net (and recognising that some communities may require a more active and enabling support to make progress).

**This is about supporting and unleashing the power of people in the community**

### PURPOSE OF THE DIRECTORATE FOR COMMUNITIES:

Our newly created Directorate for Communities was formed with the purpose of driving a lasting change in the relationship between the Councils and its communities. We are moving away from a traditional model of Council controlling power, decisions and resources to one of far stronger engagement with our communities that will see us 'letting go' and in some cases getting out of the way completely. For example, under the working title 'Rethinking Parks' we will work with groups and clubs to explore how they can take greater responsibility in the ownership and management of the Councils' parks facilities; we will remove bureaucracies that stifle community innovation and creativity facilitating resident led initiatives such as Play Streets; we are transferring our Worthing Council's leisure facilities to a newly created local Trust - South Downs Leisure - that will be run by a Board of local residents.

In the context of austerity, the Councils recognise the importance of genuine partnerships that cut across and engage statutory partners, the voluntary sector, community groups, neighbourhood, and residents. We will continue to support the principle of early intervention that can prevent a host of social and health problems later down the line for families, saving valuable and costly resources when compared with intervention at crisis stage. This approach will be reflected in our work on Public Health, and Think Family/Early Help programmes.

We are committed to ensuring that our communities are housed in good quality and affordable accommodation - a real challenge in areas where demand outstrips supply and the opportunities for development are limited. Through initiatives such as Think Family Neighbourhoods resources will continue to be targeted in deprived areas to build resilience in those neighbourhoods. Critically this work will increasingly involve the Councils designing services with residents; so that they reflect what our communities know is needed.

THE FULL LIST OF COMMITMENTS MADE TO THE ADUR AND WORTHING COMMUNITIES BY THE DIRECTORATE FOR COMMUNITIES CAN BE SEEN ON PAGES 30 - 34

*Surf's Up!*

# Wave Catcher

# 3

BECOMING  
ADAPTIVE  
COUNCIL



BECOMING  
ADAPTIVE  
COUNCIL

14 *Catching the Wave* is clear that being effective organisations in the delivery of services is a given ... but not in itself sufficient. As Councils (and as a wider system that governs our places) we need to be more adaptive. A term borrowed from biology, adaptation is the process that an organism uses to be better able to live in its habitat and not to die out when the habitat or climate changes. It is about agility, it is about reading and understanding the outside world and it is about bringing together competing interests and views (via community leadership) to help define and shape our collective futures. We recognise that there are some strong elements from our civic history that we will wish to retain (e.g. openness, transparency, accountability and fairness) and that we will need to ensure we do not become stuck or risk averse with unnecessarily bureaucratic processes that prevent us from responding rapidly to the real needs of communities, businesses, organisations and partners.

**It is about agility, it is about reading and understanding the outside world**

In *Catching the Wave* we identified this will require long term attention and that we will all need to think about our current mind-sets and cultures, our expectations of partners and partnering, how we apply our resources and to what? Resources in this context means more than just money. It includes how we use our people, the value in our relationships, data and information, intellectual property, land and a variety of other assets ... including our personal energies and assets over which we may have no 'formal' authority. If we are to genuinely move forward the agendas in our three key Wave Catchers then we will need to ensure that all parts of our business look carefully at any maladaptive, static, solid or 'stuck' systems and design them out. If not, then our aspirations around economic and social vibrancy will not be brought fully to realisation.

15 The Adaptive Councils agenda is an area where in the nine months since *Catching the Wave* was conceived we have had the opportunity of understanding more about our community and customer needs, the potential for digital and some of the ways that our current operating systems (human and technical) may be holding back our future chances. We have had the chance to become clearer for example on how we innovate, how we might best meet customer need, how we might reduce our operating costs and improve our offer to the customer and how we might do this within an envelope of public service austerity without restricting our chances of realising our long term ambition.

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## WE HAVE BEGUN TO MAKE PROGRESS WITH THREE CRITICAL CATALYSTS TO ADAPTIVE STATUS, NAMELY:

- The design and (co-design) of our service offer
- Ensuring we build in digital solutions via our digital roadmap
- Creating a consistently high quality customer service offer across all services (and building the 'customer service profession' and the cultural support required to get there)

## THERE ARE A NUMBER OF OTHER AREAS THAT WE WILL BE FOCUSING OUR ATTENTION UPON, NAMELY:

- Ensuring that our core ('back office') business services are consistently high quality, cost effective and have the necessary capacity (including external support) delivered with full understanding of the strategic needs of the organisation
- That we develop longer term strategic financial planning, become more commercial in generating sustainable revenue streams, move to a more 'profit and loss' way of working with managers understanding and developing their businesses and create the additional flexibilities required for those revenues to be generated. Our aim is to be able to operate 'free of Government grant' before 2020
- That we create space to think, invest in cultural support required to bring our *Catching the Wave* aspirations to life, build the capacity of leaders across organisation (and the system) and that we develop performance management systems that enable and support delivery, rather than counting things 'for the sake of it'
- That we understand and use the data that we hold and the business intelligence that we need as both a customer service provider and a community leader
- That we 'think partnerships', are not afraid to lead partnership agendas, challenging where appropriate, standing back and allowing others to lead where they are better placed and seeking to ensure that the energies of all partners and partnerships are aligned behind our vision for the place
- That we consistently communicate with skill and a strong understanding of the nature and reason for the conversation in genuine dialogue to help our places and partners coalesce around the key long term issues for our places.

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# Wave Catcher

# 3



Using customer insight to drive continuous improvement

## Purpose of Customer Services Directorate:

We have a clear purpose of redesigning and improving the delivery of our services in ways which meet the current and emerging needs of our customers, businesses and communities. In a period of ongoing austerity the pace of change in customer expectations is also relentless - and the adaptive council is required to keep ahead of the curve to ensure resources and expertise are best positioned to meet new demands on

us. Our customer base is potentially much wider than just our residential and business base. People from outside our boundaries - visitors, extended families, business investors, public and private sector partners - have their own expectations of how we should deliver service.

Customers of public services are also increasingly digitally connected, knowledgeable and mobile. Their expectations of service quality are shaped by the very high quality of service provided to them by other suppliers for whom customer service has been a commercial imperative and competitive differentiator. Hierarchical, siloed, risk averse, top down and inward looking management of service is not fit for current purpose. Traditional organisational design limits our capability to harness the innovations that are being made more widely in our society, at the same pace of change. The digital agenda which makes information more easily accessible without the

need for direct communication with us is disruptive to traditional service design thinking. Equally it will help our staff - or internal customers - to work differently and more collaboratively. But it's not all about digital either - excellent customer services is all about setting expectations, and meeting the needs of our customers - which is all about managing our own service as highly effective businesses delivering high quality service outcomes. This requires a consistency of customer purpose across the organisation, clear performance management, and an appetite to challenge internal processes which have an adverse impact on delivery, customer expectations or on cost. It may mean investing our resources in different ways to achieve the transformation required, using customer insight to drive continuous improvement.

Customer insight is knowing how people want to use our services. It will be key to how we learn about how best to transform ourselves and our key partnerships.

Customer focus will improve service relevance, quality and consistency. It will reduce operating costs. It will inform new business development. It will ultimately maintain the high reputation of the Councils.

To these ends the Directorate will have a cross cutting role, working with across the themes of Economy, Community and Digital & Resources to ensure the active co-design of our service processes with customers to deliver sustainable, creative and prosperous communities. Together we can do something fundamentally different to what has gone before.

There are elements of customer service which sit outside the Directorate. There will be benefits to further cross-cutting collaboration across all portfolios and external service providers and communities to improve the relevance and responsiveness of the services we see today.

Surf's Up!

THE FULL LIST OF COMMITMENTS MADE TO THE ADUR AND WORTHING COMMUNITIES BY THE DIRECTORATE FOR CUSTOMER SERVICES CAN BE SEEN ON PAGES 35 - 38

**Stimulate innovation and offer transparency**

## **Purpose of Digital & Resources Directorate:**

Our purpose is to help public service transformation within and beyond our organisations with the help of digital technologies and data. We will design and build, buy or commission new digital services so good that citizens choose to use them, improving service to them while reducing our costs. We will introduce modern tools to staff, helping them be more productive and collaborate together more easily. We will develop our data and analysis capacity to drive business decision-making, and release open data to the public to stimulate innovation and offer transparency.

Our purpose is also to develop strategic and highly innovative approaches to finance and procurement, helping us adapt to the challenges ahead, identifying new ways to generate revenue as funding from central government reduces.

Our legal and human resources services will also adapt to support the Councils' ambitions, with a renewed purpose to help enable innovation and change across the business, accepting and managing risks, and supporting the workforce through periods of change and uncertainty. Our engineers and surveyors will support major projects into life, and keep our public realm maintained and repaired. We will continue to effectively respond to emergencies in partnership with other bodies and our facilities teams will continue to provide excellent customer service for our buildings and the needs of their users.

We will also support excellent programme and project management discipline across the business. Our watchword will be: 'Delivery'.

*Surf's Up!*

**THE FULL LIST OF COMMITMENTS MADE TO THE ADUR AND WORTHING COMMUNITIES BY THE DIRECTORATE FOR DIGITAL & RESOURCES CAN BE SEEN ON PAGES 35 – 38**

# WAXING THE BOARD



WAXING  
THE  
BOARD

22 The fourth element of *'Surf's Up'* is not a specific Wave Catcher in itself. However, without the right equipment and the right understanding of wind and sea few waves have been successfully caught by surfers.

Waxing the Board is more a set of 'must do's' or short term things that we 'must fix' in order to be fit for purpose and to have the strongest chance of delivering on our agenda. They are the things that have frustrated most, if not all of us, at times have tripped us up and may constitute areas of weakness where we honestly acknowledge we are 'behind the curve'.

THE FULL LIST OF THESE 'MUST DO'S'  
CAN BE SEEN ON PAGES 39 - 40

## Conclusion

We will use *'Surf's Up'* to evaluate our progress on this comprehensive programme of projects to bring the *Catching the Wave* aspirations to reality. The Councils' Leadership Team will consider in depth on a quarterly basis progress (and where we are getting stuck) and report to Elected Members every six months.

These reviews will enable us to keep our approach 'live'. Once activity has been concluded where circumstances change negating the need for activity we can take it out and where new emergent opportunities arise we can ensure they are considered, defined and included.

Whilst primarily for internal use (to ensure all of our colleagues are aware of what we are trying to do and how they 'fit' into the bigger picture) we will also use it to frame key elements of our communications strategy and ensure that we illustrate activity with some of the real life human stories behind the on-going work. A digital version of the document we will 'keep live' and build links to some of the key underlying work to enable those who are interested to learn more.

And finally - if we use *'Surf's Up'* with care, attention and focus then in around two years' time we will not just have delivered on a substantial range of commitments that will help the long term health and prosperity of our places, but we will also be far more agile and adaptive organisation able to meet the challenges, opportunities and environment in which we then find ourselves.

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COMMITMENT	ACTIVITIES REQUIRED	RESPONSIBILITY (INCLUDING PARTNERSHIPS)	TIME LINE AND DATE
1. The design and delivery of key major infrastructure and regeneration projects to provide new homes, jobs, business premises, leisure and cultural facilities and much needed infrastructure for local communities.	1.1 <b>Decoy Farm:</b> complete site investigations work, secure LGF investment and make site ready for business relocations.	Director for the Economy: Major Projects Planning Policy Estates WSCC highways Shoreham Harbour Regeneration Partnership; local businesses and private sector developers.	Investigations and planning application by July 2015 Infrastructure delivery and site development commencing January 2017
	1.2 <b>Teville Gate(*):</b> site marketed and work with new owners to develop a viable regeneration scheme and secure planning permission.	Director for the Economy: Major Projects Planning Policy Estates Parking Legal WSCC highways and private sector developers.	Developer planning application by September 2015 Infrastructure delivery and site commencing by June 2016
	1.3 <b>Union Place (*):</b> agree preferred developer with Sussex Police.	Director for the Economy: Major Projects Planning Policy Estates Parking Legal WSCC highways Sussex Police and private sector developers.	Developer planning application submitted by July 2015 Infrastructure delivery and site development commencing by March 2016
	1.4 <b>Grafton Street Car Park:</b> review and agree new regeneration opportunities and market the site to secure development partner.	Director for the Economy: Major Projects Planning Policy Estates Parking Legal WSCC highways Town Centre Initiative and private sector developers	Marketing of site by January 2015 Secure private sector development partner by April 2015 Developer planning by September 2015 Infrastructure delivery and site development commencing by June 2016

1.5 <b>Stagecoach Site (*):</b> work with land owners to investigate and agree off-site relocation of the bus garage and develop site for mixed-used regeneration scheme.	Director for the Economy: Major Projects Planning Policy Estates Legal WSCC Highways Land owners and private sector developers.	Agree relocation options with landowner by March 2015. If agreed: Secure private sector development partner by December 2015 Developer planning application by September 2016 Relocation between January 2017 and June 2017 Infrastructure delivery and site development commencing January 2017
1.6 <b>Worthing Town Hall Car Park:</b> review and agree a new Civic Hub masterplan and development options of the site with partners. Develop and deliver agreed scheme.	Director for the Economy: Major Projects Planning Policy Estates Legal WSCC Highways WSCC Libraries Law Courts Health Trust and private sector developers.	Develop and agree new masterplan by March 2015 Secure private sector development partner by December 2015 Developer planning application by September 2015 Infrastructure delivery and site development by January 2017
1.7 <b>Adur Civic Centre:</b> agree preferred development partner and deliver housing-led regeneration scheme.	Director for the Economy: Major Projects Planning Policy Estates Legal Adur Homes WSCC Highways and private sector developers.	Secure private sector development by March 2015 Developer planning application submitted by September 2015 Infrastructure delivery and site development commencing January 2016
1.8 <b>Shoreham Airport:</b> agree and sign off land deal and support the development of aviation business space.	Director for the Economy: Major Projects Planning Policy Estates Legal Brighton & Hove City Council and land owners.	Land agreements signed off by July 2015 Delivery of aviation business space by December 2017

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	1.9 <b>Shoreham Harbour:</b> agreement to the Joint Area Action Plan, relocation of key business to free up of the mixed use regeneration sites.	Director for the Economy: Major Projects Planning Policy Estates Economic Development Legal WSCC highways Brighton & Hove City Council Shoreham Port Authority Shoreham Harbour Regeneration Partnership Land owners and private sector developers.	Joint Area Action Plan agreed by April 2016 Secure private sector development partners by March 2016 Developer planning application by September 2016 Infrastructure delivery and site development commenced by January 2017 Business relocations completed by December 2018
26	2. A new and vibrant cultural offer for the area's theatres and venues that attracts new audiences to support local economic tourism and the visitor economy.	Director for the Economy: Theatres Museums Adur & Worthing Trust Local creative businesses Arts Council Heritage Lottery Fund.	Commit to Culture Partnership established in November 2014 Agreed workstreams and activity by March 2015
	Further improve the cultural offer, building a reputation for excellence and innovation, and continue to increase audience numbers.	Director for the Economy: Theatres Museums Adur & Worthing Trust Local creative businesses Arts Council Heritage Lottery Fund.	New cultural programme and audience development by March 2015
	Establish a Costume Research Centre in partnership with University of Brighton & Northbrook College to provide a long-term solution for the museum's storage collection.	Director for the Economy: Museums University of Brighton Northbrook College Arts Council Heritage Lottery Fund.	Project scope by November 2015 Secure HLF stage one inception funds by January 2015 Site investigations and business planning – 6 to 12 months Securing HLF/ACE capital fund by December 2015 Infrastructure delivery and site development commencing by January 2016
	Focus on growth of the venue's business income to enable a longer-term reduction in the financial support from the Council.	Theatres	New business plan approved by March 2015

27	3. A new sector and spatial approach to our tourism and visitor offer to attract additional international, national, regional and local visitors with partners along the wider Coastal West Sussex sub-region.	Refreshed and focussed tourism strategy / action plan with CWS partners.	Director for the Economy: Visitor services Economic Development CWS partner Authorities Businesses Local Enterprise Partnership.	Tourism strategy / action plan by March 2015
		Develop a new Seafront Strategy and action plan that maximise the use of all our greatest cultural asset and provides new business and leisure opportunities for residents, visitors and businesses.	Director for the Economy: Visitor Services Leisure Parks & Foreshore Economic Development CWS partner Authorities Businesses Local Enterprise Partnership.	Seafront strategy approved by June 2015
		To effectively plan and deliver a year round programme of events to maximise the use of our public and open spaces.	Director for the Economy: Events Emergency Planning Leisure Parks & Foreshore Event organisers and businesses.	New Events officer post appointed by December 2015 and year round programme developed and agreed by March 2015
27	4. Intelligently using and maximising our property portfolio to support business, economic and retail growth.	Develop, consult and agree a new asset management plan.	Director for the Economy: Estates Planning Policy Economic Development.	Asset Management Plan approved by March 2015
		Develop, consult and agree a new Parking Strategy.	Director for the Economy: Parking Estates Planning Policy Town Centre Initiative Economic Development	Parking Strategy approved by March 2015

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5. Securing approval for our Local Plans and supporting documents that will guide and support sustainable economic growth for the next two decades.	Submission of Adur Local Plan to Planning Inspectorate, examination in public and final agreement to the Plan.	Director for the Economy: Planning Policy Consultees and stakeholders.	Agree submission for consultation in October 2014 Final Submission for examination March 2015 Examination in public by June 2015 Agreed Local Plan by January 2016
	Full review then submission of a new Worthing Local Plan to Planning Inspectorate, examination in public and final agreement to the Plan.	Director for the Economy: Planning Policy Consultees and stakeholders.	Local Development Scheme by March 2015 Review of Core Strategy and development of new Local Plan approved by June 2018
	Produce and review charging schedules for the Community Infrastructure Levy and Pre-Application advice.	Director for the Economy: Planning Policy Developers Consultees and stakeholders.	CIL implementation by June 2015
6. Capturing new inward investments and supporting our indigenous business to grow and expand locally	Active inward investment marketing with WSCC, UKTI and partners whilst meeting / support existing businesses with their expansion needs.	Director for the Economy: Economic Development Planning Policy Adur & Worthing Business Partnership.	On-going and supporting Regional Growth Fund applications for our businesses by July 2015
7. Establish an independent major employer's business voice to challenge, stimulate debate and work alongside us on our economic growth ambitions.	New MDHub model developed for Adur & Worthing for the 25 largest / fastest growing private sector businesses to collaborate, innovate and provide external challenge / advocacy.	Director for the Economy: Economic Development Adur and Worthing Business Partnership and business leaders.	MD Hub established by June 2015
8. Raising the skills base of the local workforce and providing the environment that embraces innovation and creativity amongst our entrepreneurs.	Develop and publish a skills and employability statement / strategy	Director for the Economy: Economic Development FE Colleges Chamber of Commerce Adur and Worthing Business Partnership	Strategy developed and agreed by July 2015
	Engage with employers - improving links between them and FE/HE education and training providers.	Director for the Economy: Economic Development FE Colleges Chamber of Commerce.	By January 2015 and on-going
	Develop innovation and enterprise centres at Northbrook College and Worthing College	Director for the Economy; Economic Development FE Colleges Chamber of Commerce	On-going and supporting Regional Growth Fund applications for our businesses by July 2015

	Work alongside universities and further education colleges to further develop High Education opportunities in the area.	Director for the Economy: Economic Development University of Brighton Chichester University FE Colleges.	By January 2015 and on-going
	Create a group of enterprise champions with representatives from primary schools, secondary schools, FE Colleges and Universities.	Director for the Economy: Economic Development Schools FE Colleges Universities	By January 2015 and on-going
9. Lead economic growth policy and strategy development with the Coast to Capital LEP, WSCC and CWS and secure new EU, national and regional growth funding for priority project and programmes delivering economic growth	Secure additional investment funding for priority projects.	Director for the Economy: Economic Development Major projects Planning Policy Private sector developers.	Local Growth Fund business cases developed and submitted by July 2015
	Develop an EU/External funding strategy with priority / target market opportunities.	Director for the Economy: Economic Development Major projects Planning Policy Private sector developers.	EU/external funding strategy developed and agreed by March 2015
10. Ensuring our procurement and supply chain spending prioritises local suppliers.	Develop and agree a local procurement and supplier charter with stretch targets.	Director for the Economy: Procurement Economic Development Chamber of Commerce.	Local charter developed and agreed by June 2015
11. Explore opportunity to bring ultrafast broadband to Adur and Worthing to provide catalyst for local digital and business economy	Evaluate market opportunities for District/Borough wide UFBB and devise strategy for delivery	Director for the Economy Director for Digital	By April 2015

(\* Notes these sites are not in full ownership of the local authorities and as such the development timetables stated are aspirational and will be worked on in partnership with key landowners and partners.

Surf's Up!



COMMITMENT	ACTIVITIES REQUIRED	RESPONSIBILITY (INCLUDING PARTNERSHIPS)	TIME LINE AND DATE
1. Reframing democracy, bridging to and leadership of communities, working with tension of democratic v participative democracy	Review of the Councils' existing Participatory Budgeting schemes the Adur 'Pot of Gold' and the Worthing Money Tree to ensure they are vibrant and engaging.	Head of Wellbeing Communications Team	April 2015
	Understanding the role of the Councillor as community leader and advocate; and engagement with Outside Bodies.	Director for Communities Head of Wellbeing Democratic Services	September 2015
2. Developing community leaders and social innovators	Identify, engage and support key community leaders and social connectors in Think Family Neighbourhoods (TFN).	Director for Communities Head of Wellbeing TFN Steering Group	April 2015 to March 2016
	Scope and develop a community leadership programme in key TFN areas, to identify and nurture talent in ways that benefit local community projects.	Director for Communities Head of Wellbeing TFN Steering Group	March 2016
	Lead the ongoing development and growth of the TFN programme, including Action Northbrook and Action Eastbrook, ensuring co-production continues to be embedded, resources are managed and mainstream services are influenced	Head of Wellbeing TFN Steering Group Action Northbrook Action Eastbrook	December 2015
3. Harnessing the power of business based CSR to enhance their 'social value' offer in Adur and Worthing	Identify and work with key businesses in Adur and Worthing to attract CSR investment in community schemes and projects.	Director for Communities Director of Economy	July 2015
	Create a staff volunteering programme with businesses alongside staff volunteering opportunities in the Councils	Head of Wellbeing Head of Organisational Development Environmental Health Team Leader for Workplace Health	September 2015

4. Supporting the development of the V&CS sector, ensuring correct infrastructure support is in place and that we support the commissioning aspirations of our partners and our local V&CS where it is for the benefit of Adur and Worthing residents	Undertaking a review of the infrastructure needs for the VCS locally and developing a commissioning process.	Director for Communities Head of Wellbeing	October 2015
	Ensuring regular liaison with VAW and AVA takes place with attendance at VAW and AVA events.	Head of Wellbeing Health and Wellbeing Partnership	December 2014
	Reviewing the Councils grants and commissioning practices to ensure they reflect local V&CS priorities. To include co-ordination with WSCC grants and other funders	Director for Communities Head of Wellbeing V&CS Manager WSCC Communities Team	October 2015
	Review commissioning / procurement processes and rules to ensure they do not exclude the V&CS from bidding to run services and facilities.	Director for Communities Head of Wellbeing Procurement Team	October 2015
5. Create new social businesses, joint ventures and service delivery models that encourage and support the long term development of enterprising communities	Rethinking Parks: To continue the work in our Parks Service to identify groups to take over management of sites and responsibilities e.g. Allotment self-management.	Director for Communities Head of Environment	February 2016
	Rethinking Parks: To identify, engage and support 'friends of' groups to have a greater say in how parks, cemeteries, planting fields are used and managed	Director for Communities Head of Environment Friends of groups Sports Clubs etc.	February 2016
	To explore and deliver new models of management and ownership of facilities through community asset transfer and the creation of new social enterprises from existing Council services and sites	Director for Communities Head of Environment	March 2016
	Support the establishment and development of South Downs Leisure Trust and review Adur Council's relationship with Adur Community Leisure.	Director for Communities Chief Executive of SDLT Board of SDLT ACL Liaison meeting	April 2015



6. Delivering good quality and affordable housing, preventing homelessness and supporting revitalised and safe neighbourhoods.	Delivery of 174 to 182 homes per annum Adur including 50 affordable homes per year. To complete the review of housing need and numbers for Worthing including affordable housing	Director for Communities Director of Economy	March 2015
	Complete Adur Homes Business Plan and undertake review of customer service in Adur Homes	Head of Housing Adur Homes Management Board	March 2015
	Review of Homelessness Prevention and Housing Advice Services	Director for Communities Head of Housing	June 2015
	Contribute to the consultation on the review and redesign of Sussex Police Services, promoting partnership working wherever possible and appropriate.	Director for Communities Head of Wellbeing Community Safety Manager Adur and Worthing Safer Communities Partnership	December 2016
7. Financial inclusion, debt, savings and supporting the 'unbanked'	Leading the Adur and Worthing Financial Inclusion Group including completing the Framework and developing the Action Plan	Director for Communities Head of Wellbeing Head of Housing Adur & Worthing Financial Inclusion Group Health & Wellbeing Partnership	April 2015
	Adur & Worthing Councils to join WSCU; create loan arrangements for Adur and Worthing residents; and market WSCU	Director for Communities Head of Wellbeing Head of Housing Adur & Worthing Financial Inclusion Group WSCU	December 2014
	Update the Adur and Worthing Fuel Poverty Action Plan	Adur & Worthing Fuel Poverty Working Group Head of Wellbeing EH Team Leader Housing	March 2015

8. Think Family and Early Help	Establish the operation of the Think Family Expansion Programme;	SCP H&WP Community Safety Manager Head of Wellbeing	April 2015
	Support the development of the Early Help Hubs and identify how Adur and Worthing services contribute to the hubs.	Director for Communities Community Safety Manager Head of Wellbeing AW HWP.	June 2015
	Contribute to the establishment of governance arrangements for the Early Help Hubs with a view to Adur and Worthing Councils hosting the governance.	Director for Communities Community Safety Manager Head of Wellbeing AW HWP.	June 2015
	Continue to develop and oversee the TFN programme in Adur and Worthing, with a focus on Early Help and building community confidence and resilience.	Director for Communities Community Safety Manager Head of Wellbeing TFN Steering Group	September 2015
	Ensure that Early Help is embedded throughout the Councils' policy and delivery roles.	Director for Communities Head of Wellbeing Community Safety Manager	November 2015
9. Public Health and Wellbeing	Develop and deliver the Adur & Worthing Public Health Plan	Director for Communities Head of Wellbeing H&WP Inequalities Network	December 2016
	Lead the development and co-ordination of the AW H&W Partnership priorities, ensuring these are aligned with the West Sussex PHP	Director for Communities Head of Wellbeing H&WP Inequalities Network	June 2015

Surf's Up!



	Continue to develop the Wellbeing Programme, including the commissioning role of local partners and groups	Head of Wellbeing WSCC (as commissioners) H&WP	December 2015
	Promote and support the role of SDLT and ACL in delivering access to health and wellbeing offers in leisure facilities and off site	Director for Communities C/Ex SDLT ACL	December 2015
	Develop a workplace health, wellbeing and resilience programme	Head of Wellbeing EH Team Leader Workplace Health	March 2016
	Develop the Systems Leadership Programme focused on community based approaches to mental health and emotional wellbeing	Director for Communities Head of Wellbeing H&WP	December 2016
10. Work and Skills	Continue to source funding and develop the DWP Work Experience project in Adur and Worthing	Head of Wellbeing	April 2015
	Lead and develop the AW Employability Network	Head of Wellbeing	April 2015

COMMITMENT	ACTIVITIES REQUIRED	RESPONSIBILITY (INCLUDING PARTNERSHIPS)	TIME LINE AND DATE
1. Develop a system wide high quality customer service offer	Create a baseline of current customer services demand across the Councils	Director for Customer Services	By November 2014
	Examine the benefits of developing an alternative business structure for Revenues and Benefits service for both Adur and Worthing.	Director for Customer Services	By December 2014
	Examine the performance, supporting technologies and operational working practices of the customer contact centre and the help points	Director for Customer Services	By December 2014
	Create project and service improvement methodologies which encourage innovation by all staff and stakeholders.	Director for Digital & Engagement Director for Customer Services	By March 2015
	Introduce formal evaluation principles for new business opportunities to serve new and emerging demand from customers.	Director for Customer Services	By March 2015
	Review customer complaints handling and reporting in collaboration with customer advocates from within the business.	Director for Customer Services	By April 2015
2. Develop a culture of consistent focus on need (and resource) to support customers ... which weaves into the digital roadmap (see 6.)	Introduce business excellence model to support all parts of the organisation to contribute to service improvement and customer experience of service	Director for Customer Services Head of OD	By December 2014
3. Customer Service as the new 'profession'	Review and improve current operational, business development, problem solving, analytics and MIS, stakeholder engagement, consultation, service improvement and contract management capabilities across the Council.	Director for Customer Services Director for Digital & Resources	By March 2015

	Review and improve business process re-design and customer journey mapping to manage change and technology solutions.	Director for Customer Services Director for Digital & Resources	By March 2015
	Review and develop training and development offer for customer service, change management, process re-design and continuous improvement.	Director for Customer Services Head of OD	By October 2015
4. Directorates are being well supported to implement change through early engagement with support services who problem solve and help manage risk	Support the creation of South Downs Leisure Trust, working closely with the Director of Communities to deliver on time	Director for Digital & Resources	By April 2015
	Set up a new shared Fraud Team in partnership with Crawley Borough Council	Director for Digital & Resources Chief Financial Officer	By April 2015
	Develop a programme and project management system and the capabilities across the organisation through establishing good governance, methodology, tools and training	Director for Digital & Resources	By April 2015
	Examine the benefits of developing an alternative business structure for Legal Services	Director for Digital & Resources Head of Legal Services	By March 2015
	Support Councils' Leadership Team to deliver the tier 3 restructure ('Getting In Shape')	Director for Digital & Resources Strategic Head of Human Resources	By December 2014
	Develop proposals for the Human Resources team to deliver stronger strategic support capacity and business partnering into the future	Director for Digital & Resources Strategic Head of Human Resources	By March 2015
	5. Developing more adaptive leadership systems across Adur and Worthing	Strengthen the Waves Ahead Local Strategic Partnership, identify key priorities from each of the thematic sub groups, share and develop at the LSP Waves Ahead Conference and develop accountability approach via the Executive Board.	Chief Executive CLT Community Planning Manager
Develop System Leadership capacity ... starting with Local Vision project with health and CVSE partners.		Director for Communities	By January 2016
Undertake top level stakeholder mapping exercise and ensure strongest possible connectivity at senior levels with relevant stakeholders and organisations		Chief Executive CLT	By May 2015
Consider value of stewardship of place by managers of Adur & Worthing Councils/others		CLT	By May 2015

	Community Leadership - Continue development of community leadership capacity (via Member and Senior officer development ... jointly with key stakeholder organisations)	Chief Executive CLT Head of OD	On-going to April 2016
5. A Digital Road Map, produced with partners, citizens, members, communities and businesses to steer practical programmes around digitally-enabled public service efficiency, community activity and business opportunity	Produce and publish the Digital Customer Services strand of the Road Map	Director for Digital & Resources Director Customer Services	By January 2015
	Develop the network of participants and co-create the community and growth strands of the Digital Road Map, while investigating project opportunities	Director for Digital & Resources	By June 2015
6. A high proportion of customers are using digital self-service	As part of the Digital Customer Services strand of the Digital Road Map, move to web-based enterprise platforms and away from legacy business systems.	Director for Digital & Resources	By March 2015
	Create in-house capacity and a programme to re-design and digitise services, with a strong reputation for delivery	Director for Digital & Resources Director for Customer Services	By April 2015
7. Engage effectively with customers through all channels - social media, live chat, text and email alongside improved assisted digital, phone and face-to-face services	Map the networks of active citizens and groups and develop effective social media listening and customer engagement, including ways for customers to provide instant feedback and to assist each other.	Director for Digital & Resources Director for Customer Services Head of Communications	By June 2015
	Review underpinning technology and resilience of customer service operations to support omni-channel service delivery and improved reporting/ analytics.	Director for Digital & Resources Director for Customer Services	By March 2015
	Review all service planning activities to ensure that customer is placed at the heart of the business and that service design is informed by legislative change and benchmarked best practice.	Director for Customer Services	By May 2015
8. Our workforce is mobilised using modern devices and digital tools, working smarter and collaborating more easily with colleagues, partners and customers.	Move email and office functionality to 'the cloud', selecting a productivity suite that better enables mobile working and document collaboration	Director for Digital & Resources	By June 2015
	Create a mobile device strategy, exploring the potential for 'Bring Your Own Device' (BYOD), giving staff the tools to work effectively in the field, from home and multiple locations	Director for Digital & Resources	By March 2015

# Waxing the Board



9. An active network of civic innovators, social entrepreneurs and local businesses are helping tackle shared challenges in new ways	Develop a programme of events and funded civic challenges with partners, open to all	Director for Communities Director for Digital & Resources	By March 2015
	Develop a programme to publish open data in support of civic innovation	Director for Digital & Resources	By June 2015
10. Data insight and performance management information is effectively supporting data-led decision-making and published information is easy to read and useful to elected members and citizens	Create the capacity to undertake data analysis and data visualisation	Director for Digital & Resources	By March 2015
	Develop real time management information reporting from a new customer platform, accessible across the business	Director for Digital & Resources Director for Customer Services	By June 2015
	Develop new performance measures focussed on delivery and outcomes, and publish a public performance dashboard	Director for Digital & Resources CLT	By March 2015
11. An Asset Management Strategy is enabling a clear programme of works to be driven through to ensure council and coastal flood risk management assets are well maintained	Remedial works at Southwick and Kingston Beaches are completed, including mitigating works by end of October 2014	Director for Digital & Resources Head of Business & Technical Services	By March 2015
	Develop an asset management database and the necessary condition surveys to bring our information up to date	Director for Digital & Resources Director for Communities	By March 2015
	Develop new project governance and management arrangements to deliver a clear asset management programme against available resources	Director for Digital & Resources Head of Business & Technical Services	By March 2015
	Introduce new project management capacity into the engineering and surveying teams, within existing resources	Director for Digital & Resources Head of Business & Technical Services	By March 2015

COMMITMENT	ACTIVITIES REQUIRED	RESPONSIBILITY (INCLUDING PARTNERSHIPS)	TIME LINE AND DATE
1. Developing our strategic finance capabilities	Move to a monthly 'profit and loss' approach for all Service Managers (with monthly review by Directorate Management Teams and CLT)	Director for Digital & Resources Chief Finance Officer	By April 2015
	Develop 10 year financial strategy to move to a position of no (or very limited) reliance on RSG including new revenue streams coming on-line and known savings from digital and other activity	Director for Digital & Resources Chief Finance Officer	By June 2015
	Re-visit overheads recharging system to ensure fit for purpose and openness, transparency and equity	Director for Digital & Resources Chief Finance Officer	By April 2015
	Develop and deliver a three year fully integrated Service Planning process which enables medium term view to be taken by managers on longer term strategic decisions (e.g. investment).	Director for Digital & Resources	By March 2015
2. Developing our service design and digital capabilities	Develop and implement the new Design & Digital Service providing data insight, service design, programme and project management and digital services	Director for Digital & Resources	By March 2015
	Review IT networking and infrastructure provision in relation to the Census ICT Service and develop options to improve customer service and reliability as part of the three year plan	Director for Digital & Resources	By February 2015
3. Project capacity, methodology and governance	Develop stronger and consistent Council-wide project management capacity, methodology and governance (with particular emphasis on major economic development projects, service change, service investment and significant change projects)	CLT Head of Design & Digital	By March 2015
	Determine how projects are initiated and signed off and overseen at officer and Member level	CLT Head of Design & Digital Chief Finance Officer	By March 2015







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