
PLATFORMS FOR OUR PLACES

Unlocking the power of people,
communities and local geographies



ADUR & WORTHING
COUNCILS

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PLATFORMS FOR OUR PLACES: LEADERS INTRODUCTION

We are clear that Adur and Worthing are special places. As political Leaders of Worthing Borough Council and Adur District Council we are privileged to have been elected by dynamic, entrepreneurial communities that have high regard for the places in which they live, respect for their histories and high levels of aspiration for their futures. Our ambition is that our Councils enable people, communities and businesses to achieve their aspirations.

What people tell us matters to them is access to jobs, good education, decent housing, great opportunities for social and cultural lives and access to beautiful open spaces, good natural environments and an opportunity to connect with, and contribute to, the communities in which they live. We know that for many people and their families, life is not easy. These are uncertain times, the jobs market is not always easy or predictable and many families work hard yet a high cost of living can mean that incomes do not stretch as far as they might like. It is important to us that every pound of Council Tax therefore is well used. Providing essential services people need and helping shape our future prosperity is what we were elected to do. We are proud of our achievements so far and keen that we should press on further.

We know that Councils are only one of a number of key players in local communities. There is much to do but not all of it could we, or should we as Councils, do. Our role is to enable and assist others to do great things.

In this document we set out how over the next three years we intend to create the essential Platforms for prosperous, healthy, happy and connected communities. It's a programme of activity to take us to 2020 and, of course, it is not everything we will do. We set out a number of specific commitments (activities we intend to take), and we will seize new opportunities for the benefit of our communities and our 170,000 residents whenever and wherever they arise.

Adur and Worthing are places and communities of which we are very proud and we look forward to working with, and being led by, people, communities and businesses and a variety of other partners to continue our journey.

Cllr Daniel Humphreys
Leader of Worthing Borough Council

Cllr Neil Parkin
Leader of Adur District Council

A&W

IN EARLY 2017

TAKING A SNAPSHOT
VIEW OF OUR PLACES
IN EARLY 2017 WE SEE...



ECONOMIC PLACES

There are encouraging signs of diversification beyond our traditional home industries to create a more resilient longer term economy.

The tail of the 2008 recession was a long one, which had inevitable impacts upon our local financial economies. Large global companies faced uncertainty over international markets and trade, and smaller local companies at times reconsidered key investment decisions, though most ultimately went ahead.

Significant investments from the likes of GSK, Rayner Lenses etc. were matched by similar investments in our cultural and digital economies. After the Brexit vote in June 2016 our businesses have adopted a “business as usual” footing and for our manufacturers and exporters the correction in the value of Sterling has created an opportunity to trade on more favourable terms than they have experienced in recent years. We enjoy high employment rates (though not always in jobs sufficiently high in the value chain). We have nascent and growing cultural, creative, digital, maker and engineering sectors leading encouraging signs of diversification beyond our traditional home industries to create a more diverse and resilient longer term economy.

Our Further Education sector is growing in strength and numbers

though we lack University presence at real scale. The challenges of road and rail infrastructure are clear and, at least in part, represent some of the downside to our highly competitive geographic location within striking distance of London, Gatwick and Brighton & Hove. We are progressing an approach to bring Ultrafast Broadband (1 GB) to our places which will create a strong growth catalyst. Demand for both commercial and residential property remains strong (but new housing supply is challenging and a real brake on growth). There is strong interest from inward investors and several of our major brown-field projects have in the last 18 months taken significant steps. Major projects by their very definition however take time. As Councils we have upped our game in attracting inward investment, successfully bidding for infrastructure funding and grown our own capacity to deliver those major projects.

Increasingly our business sectors regard their Councils as reliable partners and providers of key platforms (around infrastructure or decision making) upon which they can make long term commercial decisions.

PLACES FOR PEOPLE AND THEIR COMMUNITIES

The demographics of Adur and Worthing have changed over the last 10 years and continue to do so.

Where once we would have seen a “spike” in age related demographics for people aged 60 plus, we now see a more normal distribution curve across all ages (with slight spikes at the under 18 and over 85 ends of the curve).

A population which is getting younger is likely to continue over the medium term. This change in demographics has an effect on the needs, desires and capacities of our communities and public services, providing both new challenges and real new opportunities.

Adur and Worthing are often regarded as affluent parts of the South East of England. Whilst many of our residents enjoy good standards of living, others face a number of challenges, often the downside of living in relatively prosperous (and thus high cost) places. There are challenges and inequalities in housing, skills and access to work, physical and mental health, addictive behaviours, crime and antisocial behaviour.

Housing (in all tenures) remains perhaps the most significant challenge. This is particularly so in terms of the supply of affordable housing in a relatively high cost area. The supply side challenges are matched by at times contradictory national policy and international market trends.

The state and Registered Social Landlords have to be adept and innovative to seek to balance supply and demand.

Work on health and wellbeing across our places is progressing (jointly with the NHS and County Council Social Care providers). Encouragingly, a focus on Place Based Health (around GP surgeries and communities) is gathering pace and longer term interventions such as Think Family are bucking trends and showing encouraging signs of progress. Our Community and Voluntary Sector has some significant players doing great work though as yet does not consistently have the capacity to stimulate and drive the social innovation and social financing required to create some of the solutions our places require. Our schools, particularly at secondary level, are improving fast and increasingly providing our young people with the education required to develop their potential and compete in highly competitive jobs markets.

Perhaps most encouragingly for our future even our most financially deprived communities are clear they want a “leg up” not a “hand out” and a stake in the way things are run. The community of Fishersgate for example has actively risen to the opportunity of redesigning uses for their community centre. Aspiration for individuals, families and communities is strong across our places and the “ask” across communities is for a platform to stand on to launch forward into healthy and prosperous futures

PLACES WITH A VALUED NATURAL ENVIRONMENT

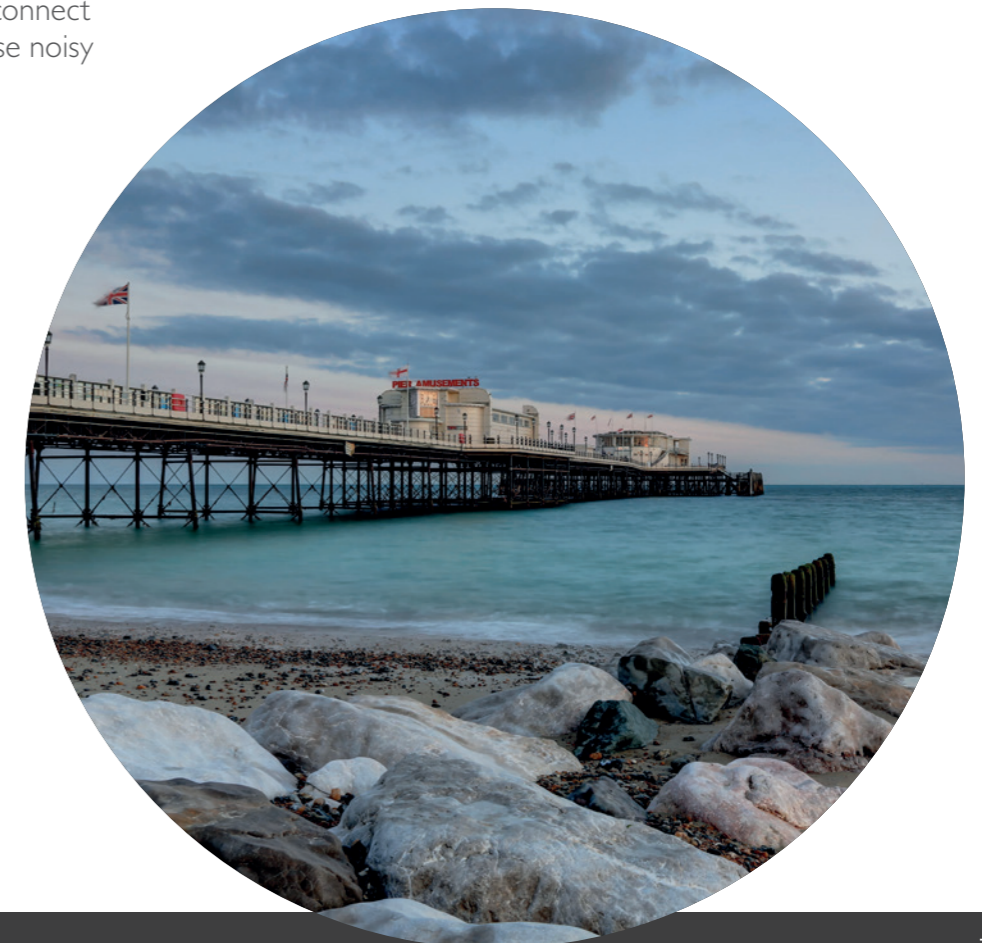
It is clear that individuals and communities value the natural environments of Adur and Worthing; whether these are marine, riverbank, downland, parks, open spaces or woodland.

There is considerable interest in conservation and preserving our natural economy. Some of this is at the local scale (“real food” type activities, Transition Towns, energy use and domestic heating, water quality, use of parks and open spaces to grow food and teach young people etc.). At the national scale we have one of the UK’s biggest windfarms, Rampion, progressing off our coast.

What’s clear is the real appetite at the local and community levels for conserving and stewarding our environmental resources; valuing our open and natural spaces as places of peace where people can reconnect to themselves in an otherwise noisy human world.

Increasingly our communities are actively taking on the role of stewards or guardians of our natural environments and looking to the institutions of the State to provide platforms to enable them to do this. This can take the form of decisions about where development should and shouldn’t take place; procurement; supporting locally led initiatives; energy usage etc. Some of this will be contested though much is a simple marrying of sound use of shared financial resources together with good principles of environmental stewardship.

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ASPIRATION...
IS STRONG
ACROSS OUR
PLACES
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PLACES FOR SERVICES AND SOLUTIONS

Adur and Worthing Councils have over the last few years sought to “up our game” in providing what the communities of Adur and Worthing require.

In the face of some tough financial times, services have been maintained (and indeed improved), others (e.g. South Downs Leisure Trust) have spun out into free standing social businesses capable of driving their own successful futures. Adur and Worthing residents enjoy the, increasingly rare, experience of a weekly bin collection.

Our customers and residents get a better service from us; our digital platforms are starting to show the long term benefits of investment made and we have developed honest - and at times appropriately challenging - relationships with a number of our stakeholders and partners. This has meant that we can agree to work together and “get on and do”; and at times agree to disagree yet still “get on and do”.

Increasingly people, partners, businesses, communities want the Councils to “get out of the way” (in a nice way!) and let them lead their own places and communities. We are happy to do this where it make sense and to create platforms for people to do great things in their communities.

We are also noticing a strong and continued desire in a world of increasing complexity to try to bring things back to the “local level”. Not everything is about “aggregating up to the largest scale possible”. Very often the longest term “efficiency” comes from the power of doing things locally, at the human scale.

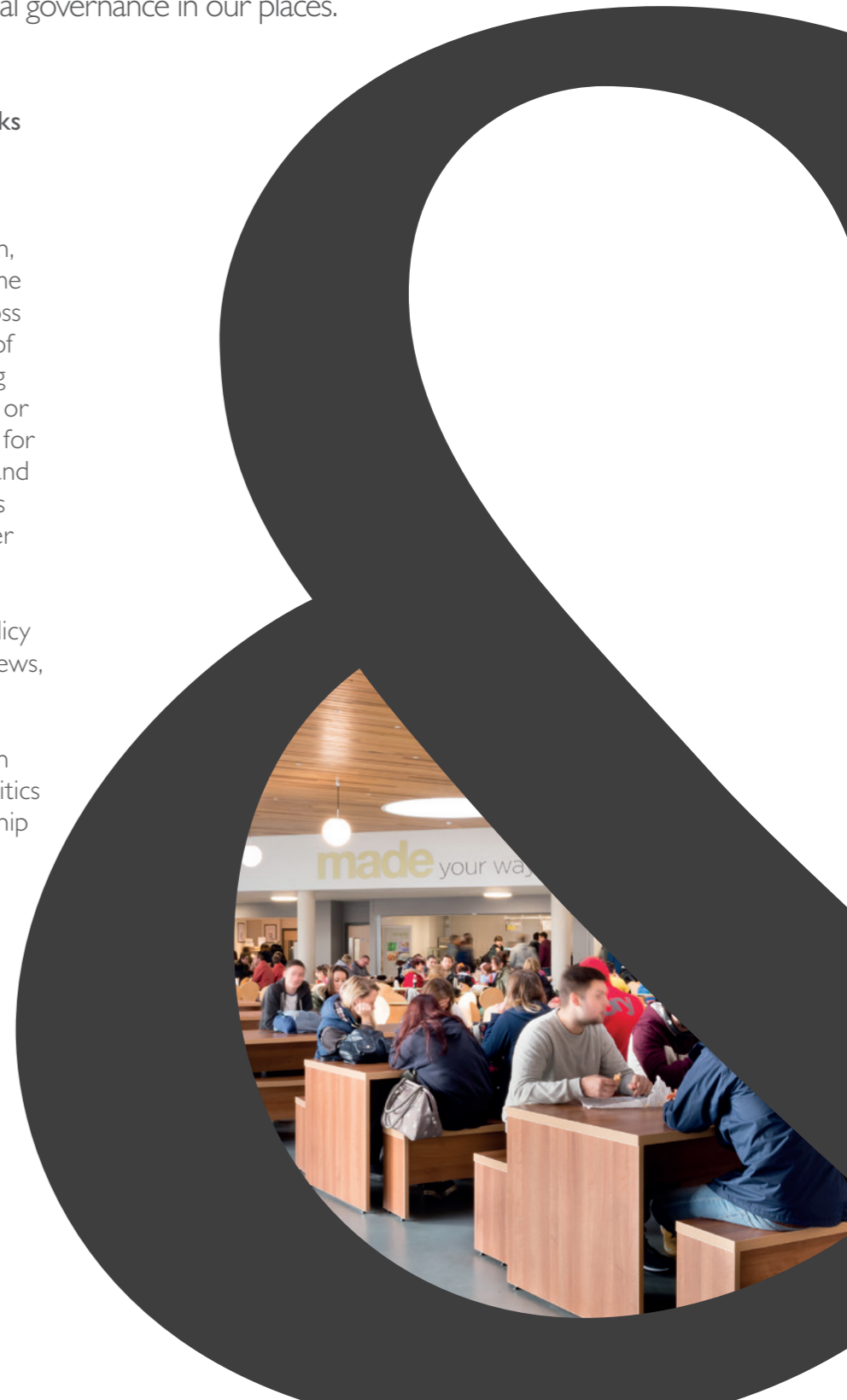
PLACES OF CIVIC LEADERSHIP

Adur and Worthing Councils have played their part in strengthening and expanding the networks of local governance in our places.

We have a sound Local Strategic Partnership (which creates networks across our areas and beyond).

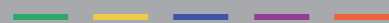
We participate in, or lead, a range of partnerships (e.g. business, health, community safety) and have put time and energy into skilling people across Adur and Worthing in techniques of systems leadership. Be it advocating our places to institutional investors or framing community based projects for the NHS, our politicians, our staff and colleagues from other organisations have shown they can come together well to make things happen.

Despite inevitable (and healthy) policy difference between rival Political views, there is strong consensus around the level of ambition for our places and our communities. This ambition extends beyond representative politics to participative community leadership as well - a healthy indicator for our futures.





CATCHING THE WAVES OF OPPORTUNITY SO FAR



The *Surf's Up* and *Catching The Wave* programmes have been instrumental in creating change throughout the Councils.

In *Catching The Wave* and *Surf's Up* the Councils recognised that the challenges of real financial austerity, growing demand for, and complexity of, public services and a wider set of opportunities would require a very different approach to growing prosperity for the communities of Adur and Worthing.

Catching The Wave identified waves of opportunity in the form of the local and national economy; the "human long shore drift" of people into our areas; ideas and investment from other parts of the south coast and London; the opportunities arising from austerity; the underlying asset values in our places; the significant untapped community resources; the real opportunities of digital technologies and business models combined with more intelligent ways of serving and engaging with our residents and customers. It drew from the key lessons of our history and identified three wave catchers that would enable us to surf the wave of opportunity.

In *Surf's Up*, the Councils were explicit about the "how" of doing this. The Councils consciously chose not to hunker down and hope the storm of austerity would pass, but to actively recognise that ambition and innovation were required to take back control of our destinies.

Surf's Up began the process of rethinking the Councils' purpose and business models. We clearly left behind the notion of being solely municipal service providers and moving to a broader role - creating and sustaining healthy and vibrant financial and social economies for our communities. We wanted 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. We were clear that we would continue to provide an essential safety net and manage the "Commons" (the community resources that were accessible to all members of society that must be protected and managed for the good of all).

We recognised this would be challenging for ourselves and others. We saw that we needed to make the mindset change from that of municipal service deliverers to Civic Social Entrepreneurs creating and sustaining social value. We knew this would mean that in leading our communities we were identifying (often new) needs and resources and needed to become skilled at bringing them together to create long term and sustainable solutions for the benefit of our places.



CREATING
SUSTAINABLE
SOLUTIONS FOR
THE BENEFIT OF
OUR PLACES





We knew we were not the fonts of all knowledge (or experts on everything). We recognised our role in community leadership was at times about bringing the right people together, facilitating the right conversations and deciding what our position should be in any solution. Our position might be quite simply to get out of the way and allow other people to do great stuff as needed.

We knew as well that we would need to gracefully shift some of our solid governance systems to become quicker, more agile and more adaptive. We knew this wasn't a one-step change but was something that would need to be worked at over the longer term.

Surf's Up contained a number of commitments (by which we meant statements of serious intent) rather than a shopping list of everything we would do.

At the end of the two year *Surf's Up* programme we have taken the opportunity to reflect on what went well, what less so, and what we have learned about ourselves and our local places and systems in the process.

We believe Adur and Worthing have made real progress on a number of fronts. Despite needing to take make significant financial savings (Worthing over the last three financial years taking 26% from its base budget position and Adur 22%), our service provision has for the most part either been maintained or improved. We have created a financial

strategy that involves reducing costs, increasing income and seeking to leverage in the financial and other resources of

stakeholders who share our desires and ambitions. We are building a better rapport with customers and residents and strengthened our technological and digital platforms to become both more resilient in the here-and-now and provide exciting opportunities for the future. We have built much stronger relationships across the financial economy at a local, regional and national level, which is beginning to pay dividends in terms of inward investment and ability to attract national funding. In our joint working around the health and wellbeing agendas in particular, we are beginning to use the approaches of social innovation to help put individuals and communities back in the driving seat for essential services and solutions and to focus on keeping healthy as well as treating ill health.

There are several areas where we haven't progressed as far or as fast as we had hoped or where fundamental challenges remain. Meeting the needs of our communities for housing (across all tenures) remains a significant challenge. Not all of the major projects that we had hoped to complete in the two year period will have done so and not all of our experiments in the technological fields were initially successful. However, if we set agendas that are both ambitious and innovative, at times we know we will not meet all of the goals that we set ourselves - and where we don't, we look carefully at why not and learn lessons.

Having reflected on the *Surf's Up* approaches (with a range of stakeholders) we have identified a number of areas of useful learning for us including:

- That as Councils we can't and shouldn't seek to do everything for everyone. The prosperity of our places and our future generations depends on individuals, communities, businesses and civic institutions networked together, rather than one simple State provider of everything
- That the safety nets for our communities are important and that at times need to be stronger (particularly when financial circumstances change rapidly for individuals and their families). This reflects in both the essential services we provide and those we commission or influence, provided by others
- That where we have been able to innovate we have learnt from getting things right and from getting things wrong. Our approach to innovation (particularly around service design for example) is maturing apace. Where we innovate it has often led to other partners joining us in those approaches for mutual benefit
- At times both Councils have had to take some pretty difficult decisions which have not always been universally popular. Doing so as openly as possible, being clear on our positions, debating them while they are open and then moving on once the decision is made has proved beneficial
- Being advocates for our places (banging the drum for inward investment, social innovation, national and regional positioning in devolution agendas etc.) has paid dividends. The more skilled we are in our advocacy and our communication generally the better conversations we have and the more clearly our voice is heard
- Our natural environment is hugely valued by individuals, communities and business alike. It is a significant part of what makes us the places we are. There is a very real appetite across our places for people to step up and take part in the stewardship of our beautiful natural resources for the long term benefits of all
- Perhaps most crucially our role increasingly is to create and sustain platforms enabling our places to thrive over the longer term.

This learning has been invaluable in designing the essential platforms for our places.





CREATING THE ESSENTIAL PLATFORMS FOR OUR PLACES



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

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

The role of the State (including our Councils) can no longer be regarded as “trying to fix everything for everyone” (whilst the philosophy behind that approach can be debated, the financial, pragmatic realities make it an impossibility). Rather than attempting to do everything, the Councils should aim to create platforms which enable individuals and communities to find solutions to the issues that need addressing at the local level.

We as Councils have a role to play in both the creation of those platforms and as an active player upon them.

Our financial and social economies rely upon reasonably stable foundations (platforms) in order to make short, medium and longer term decisions in uncertain worlds. The more certainty those sectors have about the platforms they work upon the more likely they are to make those important long term commitments.

In Local Government terms, if we consider the great periods of Municipalism they would include the

Victorian “city founding fathers” who created the hard and soft infrastructure platforms for cities, commerce and communities, developing sewers, water supply, wash houses, roads, police forces and early forms of “parish” welfare. Joseph Chamberlain

was clear that when he built the city in Birmingham it was to create a basis upon which all residents could prosper. The mid-twentieth century saw the building of municipal housing, motorways and road infrastructure, schools, colleges, bus transport etc. all of which created the platforms upon which individuals, communities, businesses and civic society could develop prosperity over the long term.

The term “platform” has many meanings including:

- a plan, sketch, model or pattern
- a foundation or stage for advancing an enterprise
- a stance or a perception (usually political)
- a stage for speeches
- a raised structure for passengers



...PLATFORMS
SHOULD
ENCOURAGE
PEOPLE



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WE BELIEVE THAT FIVE PARTICULAR PLATFORMS ARE CRUCIAL TO DEVELOPING THE LONG TERM PROSPERITY OF OUR PLACES

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When we talk about Platforms for our Places we are thinking about the foundations that are required for the people and communities of Adur and Worthing to lead happy, healthy, prosperous and connected lives. Those platforms should encourage individuals, communities, businesses etc. to organise themselves, take important decisions and make great things happen with the minimum of intervention from Local Government or other parts of the State, unless a real safety net is required to help more vulnerable people thrive. Where safety nets are needed, the platforms they provide to those using them should actively encourage people to find ways to stand on their own two feet and contribute fully to society for the benefit of themselves, their families and their communities.

Platforms will at times need to be created where the market or society can't or won't be able to, or where practical reality or equity requires it. If some people are unable to access the opportunities that platforms create, not only do those individuals potentially miss out to the serious detriment of their long term life chances, but unhelpful schisms are created in our society to the detriment of all which potentially weaken the very fabric of the platform itself.

In the first quarter of the 21st century both “soft” and “hard” infrastructure is vital, creating the strong platforms that create and sustain thriving and self-sufficient places over the next decades and generations. By hard infrastructure we mean things like road, rail, broadband, housing, schools, etc. By soft infrastructure we are talking about the means to enable healthy individuals and communities, including a strong sense of wellbeing, civic participation, social innovation and social enterprise, community resilience, participation in arts, culture, sports and the preservation of great natural environments, etc.

At times the role of the State (including Local Government), once that “hard” or “soft” infrastructure platform is created, might be to maintain it, regulate its use or to “get out of the way” and let others use it wisely and develop it further. We talk more about this below.

Platforms therefore come in many shapes and sizes. In the following section we talk about five particular platforms which we believe are crucial to developing the long term prosperity of our places. We set out against them a number of activities that over the next three years we commit to take forward to build, strengthen or sustain these platforms.

As examples of the types of things that constitute platforms that are either already in place or under development:

- Work on bringing Ultrafast Broadband connectivity to Adur and Worthing (a hard infrastructure platform to support primarily the financial, but ultimately the social, economy of our places - as such no different to sewers, roads or airports)
- The completion of the new Shoreham Centre. An example where Adur District Council saw that it could combine its desire for a civic presence in the centre of Shoreham with support to an existing community asset to create a greatly enhanced space for a variety of community uses. Although a “hard” infrastructure asset this adds considerably to the platform for our developing social economy
- In the period following the Shoreham Airshow tragedy in August 2015 the Council enabled the communities of Shoreham to come together, to grieve, to pay respects and honour the dead and to enable fundraisers and event organisers to lead our communities

- Splash Point: A considerable investment by Worthing Borough Council in a state of the art sport and leisure facility has not just created a platform for a significant number of our residents to enjoy a stronger sport and leisure offer, but has also led to the creation of a new social business (South Downs Leisure Trust) and the development of a variety of new opportunities for that Trust, the Council and the NHS to work together for the long term benefit of all residents
- A loan facility of £10 million advanced by Worthing Borough Council to Worthing Homes to enable a key social landlord partner to build and develop much needed new homes essential for both our financial and social economies
- And many, many more.



AND WHY DOES PLACE MATTER?

When people talk about having a “sense of place” they recognise that some geographic places are capable of housing ideas of significance (or real meaning) for the people who live there or use that space.

Places at the local level (rather than regional, national, continental or inter-continental) can be valuable in connecting people back to themselves, their families, their histories, their communities and their environments at the human scale.

At a time when large parts of our lives seem increasingly determined at a global level, reconnection to the human scale of local places is ever more important to our individual and collective senses of wellbeing and belonging.

In Local Government terms, the importance of place has developed over the last few decades.

- “Place making”: Since the 1960s place making has been used in the planning design and management of public spaces, towns, cities etc. to try to ensure healthy, happy, prosperous communities with a strong sense of civic and social well-being. Place making is regarded at times as process and at other times as a philosophy

- “Place shaping”: is a term that has been used to define the role of Local Government (and some other local governance institutions) in helping to further the economic, social and environmental well-being of the communities it serves

Globalisation, the free flow of capital, services, goods, labour and Intellectual Property have profoundly changed our lives (particularly when run in parallel with the rapid pace of technological development). Perhaps the last two decades have been some of the most profound periods of change at an international, national and local level ever. The impact will be felt for generations to come.

There are clearly upsides to globalisation. Free trade has brought lower asset prices (and increased wealth and distribution of wealth) in some parts of the world; the supply of ideas, skilled labour and capital to the UK has meant significant changes to the structures of our economy (financial and economic crises and political turbulence have, by and large, been reasonably well negotiated).



There are also downsides. Amongst these are a sizeable number of people who feel left out and disconnected from international, national and local institutions. A number of those individuals are already putting their energies into the more local human level activity of place. If we create the right platforms we could well enjoy a real renaissance in local level (place based) community activity.

In short, despite the rapid changes that globalisation and technological advancement bring, our local places remain important to our identity and day to day lives. Local solutions to local social and economic and environmental issues can deliver greater results and longer term efficiencies for our places. Such approaches also shape and reinforce local identity, providing places with unique perspectives to common issues faced at a national and global level.

Different platforms will have different, often overlapping, geographies (i.e. they may have different definitions of the boundaries of place). Geographic boundaries are perhaps less important than the sense of ownership or belonging by the communities in question (be they individuals, civic society, businesses, community and voluntary sector etc.).

At times “Big Government” will seek to set these boundaries, at other times they will have been present for hundreds of years or may have emerged naturally over a shorter timescale. Whether it is an administrative boundary for a Council or a Health provider; a community group focussed on a park or an allotment; a lobby group around major transport infrastructure or a pragmatic functional economic area the important thing is perhaps to recognise and value the different and overlapping geographies, rather than to seek to contest whether any one or more geography is “right” or “wrong”.

A&W

FIVE PLATFORMS FOR OUR PLACES (AND HOW WE BUILD THEM)



We have identified five key platforms upon which happy, healthy, prosperous, innovative, dynamic and sustainable communities can thrive across Adur and Worthing.

These five enhance quality of life across all our communities, helping to address challenges of high cost of living and reducing dependency. In time there may well be others. The Platforms need to be as dynamic and adaptive as the people, communities and businesses they serve. These are the five Platforms that feel most important right here, right now, in early 2017.

The five Platforms help to demonstrate certainty of intent as places for investment and economic growth, social innovation and entrepreneurship, environmental stewardship and human centred solutions and services.

They also provide the basis for our places to take on creative and innovative ideas to respond to change and to explore transformative ideas.

Each are explained and defined in this document. There is however not necessarily one "definition" of what each platform is. In essence Platforms comprise of anything that furthers the aim. To focus intent and concentrate resource and energy under each Platform we set out a series of commitments by Adur and Worthing Councils to build, enhance, develop or use that Platform. The commitments are statements of serious intent over the long term and we also set out the partners that we anticipate working with and the person responsible within Adur and Worthing Councils for progressing that aspect of Platform building.

We also set out what we believe to be realistic timelines to progress those commitments. As will be seen many of the commitments do not fall solely within the ambit of the Councils, but rely on a range of external stakeholders and partners to bring them about. Strong networks, relationships and collaborative capacity will therefore be required.



THE FIVE PLATFORMS WE HAVE IDENTIFIED ARE:

PLATFORM 1
Our Financial Economies

PLATFORM 2
Our Social Economies

PLATFORM 3
Stewarding our Natural Resources

PLATFORM 4
Services & Solutions for our Places

PLATFORM 5
Leadership of our Places



PLATFORM 1 OUR FINANCIAL ECONOMIES

Prosperity shouldn't rest on a single financial economy, but rather a balance of globalised business, international markets and those enterprises focused more on local markets.



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

Financial economies create jobs, circulate money and value, create business opportunities, provide capital for investment and create new opportunities to learn, innovate and develop. There is also a growing understanding that there is a desirable balance between the opportunities of global economies and

international markets and those of business e.g. focussed on more local markets. Long term resilience of our places requires a healthy balance between sectors, skills, business sizes and capacity to innovate and scale.

There is not one financial economy therefore. Sectors, scale, global research, on and off line business models etc. require us to think about financial economies.

THE PLATFORM ELEMENTS

There are a number of supportive elements which we need to create, in partnership with our commercial sector, to ensure that our financial economies remain resilient and thrive.

- **CLEARLY UNDERSTANDING OUR FINANCIAL ECONOMIES:** understanding sectors and sector dynamics (e.g. what can the State do to enable wealth generators to set up, support their growth phases, connect them to others, advocate on behalf of their places and businesses and sell the place in the right way?)

- **WISE REGULATION:** Regulation is required in open markets but must be done with the end in sight and an understanding of those local markets and competitiveness. At times we need to keep it simple, our attitudes and behaviours as regulators have a significant impact on business confidence and our ability to form effective working relationships with potential investors

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POSITIONING OURSELVES TO SEIZE ADVANTAGES
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- **BUILD/COMMISSION INFRASTRUCTURE:** The “hard” infrastructure (roads, rail, broadband, housing, industrial and commercial sites etc.) and the essential “soft” infrastructure (skills, low crime, great parks and open spaces, strong cultural offer, good schools, a coherent place brand etc). Increasingly it will include sharing and connecting information, intelligence data and ideas infrastructure. How do we enable, enhance and expedite that connectivity and the productive use of the intelligence of our place? How we attract inward investment, bid for enabling infrastructure funding, market our place brand, commission wisely for societal outcomes, unlock the capabilities of our supplier and partner networks, and drive a programme of vital and significant major infrastructure projects are all key



- **TAKING A STAKE:** At times when the market can't provide the solutions required we should step in. That might be using land, borrowing money or creating value through joint venturing to create wealth generating propositions for the long term benefits of our places. This will often take us into new areas and will involve risks as well as opportunities. Taking a stake at the right moment will demonstrate the leadership necessary to support our financial economies

- **POSITIONING OURSELVES TO SEIZE ADVANTAGES:** there may be advantages of geography (access to London, Gatwick, Brighton etc.) or advantages of Government policy (e.g. devolution of money or new powers), creating opportunity for the Councils to establish a reputation as reliable and trustworthy partners, capable of delivering programmes and projects; and able to work effectively with our partners in the private sector. These advantages should be sought and seized wisely with a good understanding of local financial economy sector trends and needs.

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
1.1 Driving growth in the business sectors across Adur and Worthing.	1.1.1 Ensure Adur and Worthing are strategically positioned in major policy and decision making that affects our long term economic interests. This will include being key players and proactive shapers of agendas in: a) The Greater Brighton Economic Board (and a range of Boards and Sub Groups relating to the functional economic area of Greater Brighton) b) 3 Southern Counties Devolution bid c) West Sussex Wide Enterprise/Investment issues d) Coastal West Sussex Business Partnership and ensuring the voice of business along the coastal strip is well framed and well heard in key decision making e) Maintain strong relationship with the Coast To Capital Local Economic Partnership and a variety of other strategic funders at the regional and national level.	Director for the Economy	Adur and Worthing Business Partnership, Chamber of Commerce, Coastal West Sussex Business Partnership a range of other public and private sector bodies and employers	From January 2017 and onwards
	1.1.2 Work with our partners to prepare a dynamic Adur and Worthing Economic Strategy influencing regional approaches to the national industrial strategy.	Head of Place and Investment	Including: Adur and Worthing Business Partnership, Chamber of Commerce, potential investors, policy bodies, business and employer bodies	Economic Strategy published June 2017
	1.1.3 Ensure sound evidenced based understanding of structure and scale of existing economies and real opportunities for growth and diversification.	Head of Place and Investment	Including: Adur and Worthing Business Partnership, Chamber of Commerce, potential investors, policy bodies, business and employer bodies	Economic Strategy published June 2017
1.2 Enhance our role as a “trusted partner” for local business	Deliver our parts in 6 core objectives to support growth priorities set out in the Adur and Worthing Business Partnership Action Plan: • Improve innovation and enterprise • Improve links between employers and training providers • Foster a supportive environment for new business • Support growth in priority sectors • Support effective inter-business communication • Secure investment through effective marketing.	Head of Place and Investment	Adur and Worthing Business Partnership, Chamber of Commerce, Coast to Capital LEP, Regional National Agencies relating to Economic Development and employer bodies	April 2017, first annual review of progress by Adur and Worthing Business Partnership
1.3 Develop further our capacity to secure public monies to leverage private sector investment into Adur and Worthing (building our bidding capacity, reputation for project delivery and maintain and develop key relationships)	1.3.1 Secure public investment via successful bids to funds including to the Local Growth Fund to deliver: W a) Teville Gate House (a new innovation centre and hotel) W b) Union Place (a multiplex cinema, restaurants and 130 new homes) W c) Decoy Farm (decontamination and remediation of the land and road improvements) A d) New Monks Farm (a new junction on the A27) A e) Offices and mixed use development on the Civic Centre.	Head of Place and Investment Head of Planning and Development	Coast to Capital Local Economic Partnership Greater Brighton Economic Board, Department for Communities and Local Government (and other relevant Government departments), West Sussex County Council	Local Growth Fund bids announced early 2017. Clear plans for each project by June 2017
	1.3.2 Work in partnership with the LEP to secure additional Local Growth funding to implement flood defence solution for the Sussex Yacht Club site (and any other projects) to support the delivery of a comprehensive flood defence solution for the Western Harbour Arm. A	Head of Planning and Development	Local Economic Partnership	Bid approved by end of March 2017
	1.3.3 Identify target and monitor progress of high quality bids to other funds supporting platform building (e.g. Coastal Communities Fund, Arts Council, Heritage Lottery etc.).	Head of Place and Investment	All relevant national funders and key local partners	On-going

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
	<p>1.3.4 Ensure Adur and Worthing are well placed in the shop window to attract inward investment</p> <p>a) Develop inward investment website</p> <p>b) Ensure we are well positioned in devolution bids to attract private sector inward investment capital</p> <p>c) Develop the Worthing Town Centre Prospectus approach (building on successful key national events bringing investors and potential sites together)</p> <p>d) Continue to make personal contacts with national/ international investment sector to keep Adur and Worthing “on the investment radar”.</p>	Head of Place and Investment	National and international investment markets and key local businesses	On-going
1.4 Use the Council’s land and buildings to support our financial and social economies	1.4.1 Undertake a thorough examination of our property holdings in Adur and Worthing – prioritise opportunities for new homes, businesses and revenues.	Head of Place and Investment		Publish Asset Review – Autumn 2017
	1.4.2 Use the Councils’ Strategic Property Investment Fund to deliver new revenue streams and support investment projects.	Head of Place and Investment		Annual progress report – Spring 2018 and onwards
1.5 To champion the development of a learning and skills ecosystem that enables economic growth	1.5.1 Increase the number of apprenticeships available, utilising brokerage models and apprenticeship levy opportunities.	Head of Place and Investment	GBEB, Colleges, SFA, Employability Network	On-going
	1.5.2 Work with employers and partners to exploit skills led growth and productivity gains through the use of digital technologies.	Head of Place and Investment Director for Digital and Resources	AWBP, CWS/Visitor Economy Network, WSCC	On-going
	1.5.3 Work with partners to inspire young people and promote pathways for employment and learning.	Head of Place and Investment Director for Communities	Sussex Learning Network, WSCC, CWS, Employability Network	On-going
1.6 Investment in and delivery of Major Projects and key infrastructure	1.6.1 Scope and deliver a new (dark fibre) gigabit broadband network for our council premises, working with West Sussex County Council creating a new fibre network for expansion by private providers to businesses and homes.	Director for Digital and Resources Director for the Economy	Key place users and owners, design engineering sector	Procurement commencing Summer 2017 likely 2-3 year build and publish delivery programme
	1.6.2 Deliver a programme of major projects including those listed below with private and public sector partners.			
	1.6.2.1 CIVIC CENTRE SITE A Phase 1 - Initiate design and build programme to deliver up to 30,000sqm of lettable office accommodation on the car park site north of Ham Road.	Head of Planning and Development	Anticipated Pre-Let agreement with business occupier to ensure viability	Completion late 2018
	1.6.2.2 A Phase 2 - deliver a major redevelopment scheme on the main site to provide c150 new homes and incorporate improvements to the public realm.	Head of Planning and Development	Anticipated Joint Development Partner	Civic Centre demolished by May 2017 Phase 2 development brief adopted April 2017 Completion 2020
	1.6.3 A DEVELOPMENT OF SHOREHAM HARBOUR Redevelopment of the Western Harbour Arm.	Head of Planning and Development Head of Place and Investment	Shoreham Port, Coast to Capital Local Economic Partnership West Sussex County Council	Likely start for development at Free Wharf late 2017. Remainder of sites likely to come forward following adoption of Local Plan and Joint Area Action Plan (JAAP).

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
1.6.4 A	ADUR TIDAL WALLS Work in partnership to deliver major improvements to tidal defences. Capitalise on potential funding opportunities to secure early delivery of priority defences.	Head of Planning and Development	Coast to Capital Local Economic Partnership, West Sussex County Council	Completed 2018
1.6.5 W	TEVILLE GATE a) Enable delivery of a mixed use scheme which maximises the potential of the site including circa 400 new homes b) Secure redevelopment of Teville Gate House.	Head of Planning and Development	Site owner, development partner, Local Economic Partnership, West Sussex County Council	a) public consultation early 2017, planning application to be submitted in Spring 2017. Likely start on site early 2018. b) LGF funding announcement early 2017. Potential purchase or Joint Venture agreed by Summer 2017. Completion 2022
1.6.6 W	UNION PLACE Enable delivery of a viable mixed use scheme (likely to include cinema, retail and housing).	Head of Planning and Development	Development partner, Local Economic Partnership	Local Growth Fund bid for up to £4m secured early 2017. Heads of Terms with development partner agreed late 2017. Planning application submitted Spring 2018. Commence on site 2018.
1.6.7 W	GRAFTON CAR PARK SITE Utilise Council's interests in the site to create a viable development proposition and build joint venture capacity to develop.	Director for the Economy	Development partner, West Sussex County Council	Secure agreement on development options and a procurement route Spring 2017. Likely Joint Venture partner to be sought and selected by early 2018. Completion by 2025.
1.6.8 W	DECOY FARM Secure Local Growth Funding to remediate the site to secure private sector investment necessary to deliver new employment opportunities.	Director for the Economy	Local Economic Partnership and potential development partners	Site remediation and offsite transport improvements complete 2021. Industrial units completed by 2025.
1.6.9 W	AQUARENA Latest application promotes high density development – 141 dwellings, commercial floor space, public car parking and new seafront café and public realm.	Head of Planning and Development	Roffey Homes	Planning application determined Jan 2017. Completion by 2021.
1.6.10 W	WORTHING CIVIC CENTRE SITE Partner with local health providers to deliver a hub facility consistent with new models of health provision. Deliver a complementary mix of residential and commercial uses.	Head of Planning and Development	One Public Estate Development partner(s), Health sector partners, West Sussex County Council	Select delivery route for health hub by Summer 2017. Planning application submitted and determined by early 2018. Completion by 2022. Health Hub work to commence 2018.

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
	1.6.11 NEW MONKS FARM AND AIRPORT A Strategic allocations for 600 new dwellings, school, 25,000sqm of commercial floor space and country park.	Head of Planning and Development	WSCC, site owners/promoter, development partners and Highways England	Planning application expected Spring/ Summer 2017. Decision dependent on outcome of Local Plan. Start on site potentially early 2018.
	1.6.12 LAND WEST OF SOMPTING A Strategic allocation for 480 dwellings, public open space and offsite highway works.	Head of Planning and Development	WSCC, site owners/promoter, development partners and Highways England	Planning application expected Spring/ Summer 2017. Decision dependent on outcome of Local Plan. Start on site potentially early 2018.
	1.6.13 LAND AT MARTLETTS WAY, WORTHING W Potential mixed use development incorporating circa 250 dwellings and commercial floorspace.	Head of Planning and Development	Site owners, WSCC	Planning application expected for HMRC land and industrial land to the east of Martletts Way Summer 2017. Determination dependent on emerging Local Plan.
	1.6.14 WEST DURRINGTON W Strategic allocation for 700 dwellings, new school, community facilities and sports facilities.	Head of Planning and Development	WSCC, Consortium (Taylor Wimpey, Bovis and Persimmon Homes)	Construction of first phase, 254 dwellings, underway. Subsequent Reserved Matters applications due to be considered in December 2017. Completion of the entire development (700 dwellings) by 2022.
	1.6.15 STAGECOACH SITE W Potential mixed use site for residential, retail and/or leisure uses.	Head of Planning and Development	Site owners, WSCC	Relocation of Stagecoach to Decoy Farm dependent on LGF funding. Potential relocation by 2022.
1.7	Establish an up to date planning framework for Adur and Worthing to prioritise areas for growth and provide a clear platform for the future growth and development of our places and the protection of key environmental assets			
	1.7.1 Adopt the Adur Local Plan, setting out the key locations for growth and development. A	Head of Planning and Development		Adur Local Plan submitted Oct 2016 Examination Feb/Mar 2017 Adoption Summer 2017
	1.7.2 Prepare a new Worthing Local Plan, setting out the key locations for growth and development. W	Head of Planning and Development		Worthing Local Plan preferred options published for consultation Autumn 2017 Submission to Secretary of State Spring 2018. Examination in Public Summer 2018. Adoption 2018.
1.8	Enable delivery of a series of Locality Projects which are vital to the wellbeing of our communities and strengthen our financial economy			
	1.8.1 Secure the redevelopment of Burrcroft / Pond Road redevelopment (central Shoreham) Work with WSCC and Coastal Commissioning Group to secure redevelopment of former care homes and re-provision of expanded GP surgery. A	West Sussex County Council Coastal West Sussex Clinical Commissioning Group	Adur District Council, Head of Place and Investment	Start on site 2019
	1.8.2 REDEVELOPMENT OF MONTAGUE CENTRE W Implementation of planning approval for a new restaurant quarter with public realm improvements (on private land).	Head of Planning and Development	New River Retail	Planning permission secured begin on site Spring 2017

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
	<p>1.8.3 W EXPLORE OPTIONS FOR AN INNOVATIVE NEW SEAFRONT LEISURE ATTRACTION IN WORTHING Bid for Coastal Community Fund/other appropriate strategic investment funds to drive viability for a leisure/tourism opportunity.</p>	Head of Place and Investment	Leisure Operator, Development Partner, Coastal Communities Fund	Identify viable development option. Viability determined by Spring 2017 and availability of external funding. Determine procurement route and seek development partner by early 2018.
	<p>1.8.4 A BEACH GREEN, SHOREHAM Secure the redevelopment of the existing toilet block with an appropriate and high quality building/café offer. Re-market the site and work in partnership with the development team to secure a high quality design.</p>	Head of Place and Investment	Development Partner, West Sussex County Council	Marketing and development partner selected by Spring 2017 and potential completion by 2020
1.9 Creating places that businesses wish to invest in and sustain	1.9.1 Development of a place brand, promoting our place identity to relevant markets.	Head of Communications Head of Place and Investment	Town Centre initiative, local business forum, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council	By Summer 2017
	1.9.2 W Develop a Town Centre and Seafront plan (Worthing) to enable delivery of a co-ordinated approach to good quality public realm (maximising the development of forthcoming development activity).	Head of Place and Investment Head of Environment	WSSCC, Development partners, Local business, Transport providers	Plan adopted Summer 2017
	1.9.3 Help to create the right conditions for the growth of a 'night-time' economy using a combination of programmed activities; an improved public realm; and an enabling approach to regulation. As part of development annual programme of events, work with our partners to deliver specific events which 'extend the day'.	Head of Place and Investment and Head of Wellbeing	Town Centre initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council	September 2017
	Secure Purple Flag accreditation for excellence in managing the evening and night time economy and in recognition of entertaining, safe, diverse and enjoyable nights out.	Head of Place and Investment Head of Wellbeing	Town Centre initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council	Autumn 2018
	1.9.4 Development of a year round calendar of events that attract interest and visitors to our places.	Head of Place and Investment		April 2017 (and on-going)
	1.9.5 Developing our visitor economy. Working jointly with key partners to implement: a) Better marketing of the visitor economy propositions to key demographic groups across Coastal West Sussex b) Using data/intelligence to build better pictures of assets and investment required in changing visitor economy markets c) Develop potential for business tourism.	Head of Place and Investment	Range of private sector partners, Coastal West Sussex Business Partnership, West Sussex County Council, Arun District Council and Chichester District Council	Commencing Spring 2017 and on-going
	1.9.6 W Support creative/maker sector by building on creative work space at Colonnade House and seeking opportunities to grow the sector.	Head of Culture Head of Place and Investment	Arts Council England, Adur and Worthing Arts Trust, Local arts groups	April 2018 - Worthing Arts Trust to manage Colonnade House
1.10 Supporting the development of the skills and experience necessary to support local business	1.10.1 Strengthen local skills by developing a quality apprenticeship offer with local and sub-regional partners	Head of Culture Director for Economy Director for Digital and Resources Head of HR and OD Head of Wellbeing	Adur and Worthing Business Partnership, Education Providers, Greater Brighton Economic Board	On-going

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
I.11 Promote an adoptive and creative approach to delivering spaces needed to meet the demands of start-ups and growing businesses in Adur and Worthing	I.11.1 Complete an assessment of our own buildings to establish opportunities for workspace that supports open innovation and collaborative workstyles	Head of Place and Investment		Autumn 2017
I.12 Providing a regulatory environment and services that enable and support economic activity; Wise regulation: regulating market activities with the right balance between public protection and interest and encouraging productive economic activity	Using service reconfiguration, enable businesses to easily navigate through the Council's services they require (increasingly having one point of contact)	Director for Customer Services and all Directors		By September 2017
	I.12.2 Promoting a strong, safe and healthy economy through a more effective and better targeted licensing and public health regulatory regime.	Head of Wellbeing	Late Night Partnership	Revised approach by Spring 2017 and on-going
I.13 Continue to develop the Worthing Cultural offer growing brand recognition, national and regional reputation and audience base. Achieve financial break-even on Worthing Theatres and identify strategic opportunities to leverage additional investment of money, networks, talent etc. across the national and international fields	I.13.1 W Application to Heritage Lottery Fund Resilience Fund to develop additional space for the Museum collection and increase the capacity of the education space.	Head of Culture	Arts Council England, Heritage Lottery Fund	Stage One – Jan 2017, Stage Two – May 2017 and works begin Sept 2017
	I.13.2 W Funding bid to Arts Council England to increase the stage space at the Pavilion to maximise programming opportunities.	Head of Culture		Feb 2017
	I.13.3 W Drive improved revenue performance by monitoring increased ticket sales and developing secondary spend income in catering and merchandise.	Head of Culture		Dec 2017
	I.13.4 W Develop the nationally significant Summer of Circus Festival and continue to make Contemporary Circus a key genre.	Head of Culture		Summer 2017
	I.13.5 W Partner in programme development strategic touring bid with Shared Experience Theatre Company, South East Dance, The Stable Musical Theatre Producer, Birdsong Theatre Producer and Contemporary Circus with Jackson's Lane.	Head of Culture		Ongoing



PLATFORM 2 OUR SOCIAL ECONOMIES

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.



Two years ago in Surf's Up we set out an ambition to develop Enterprising Communities across Adur and Worthing (communities of geography, common interest, business, etc.)

By enterprising, we meant 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.

Over the past two years or so we have started to create the platform to unlock the energy and unleash the power of people in the community to run and improve their own lives and the places in which they live. We have done so whilst maintaining an essential safety net and recognising that some communities and some people may require more active and enabling support to make real progress.

THE PLATFORM ELEMENTS

Together with our partners, we will develop a range of elements to help our enterprising communities thrive.

- **FULLY UNDERSTANDING THE NATURE OF OUR COMMUNITIES** (of place and interest). Having the “hard” data, “soft” intelligence and key relationships, understanding aspirations, opportunities and untapped assets as well as where real and significant needs lie to create a map of our community networks. We must then use that intelligence to create impactful intervention, ourselves and in partnership with our communities and other providers to empower people to create solutions that work
- **TACKLING THE CHALLENGE OF INSUFFICIENT SUPPLY OF HOUSING** (of all tenures) for our communities. The lack of homes acts as a drag on our financial economies as well as preventing a number of our residents (or would-be residents) being able to settle and take their full places in our community
- **CONTINUE TO RUN A CAREFUL SAFETY NET** of services for those unable initially to use the platforms
- **TARGETING OUR SERVICES** “upstream” towards prevention of problems and to equip people with the skills, knowledge and wherewithal to thrive independently of the State
- **BRING OTHER RESOURCE TO PLAY** (CSR, NHS upstream investment, social finance etc.). Not just financial resource, but creative resource and energy that delivers economic and community value for our places
- **ACTIVELY PROMOTING SOCIAL INNOVATION AND SOCIAL FINANCING.** Helping new social entrepreneurs to get up and running and create value
- **SUPPORTING A RANGE OF INTERVENTIONS** (either directly or via others) that deliver long term health and wellbeing outcomes for individuals and communities

“ ...UNLEASH THE POWER OF PEOPLE ”



- **DEVELOPING OUR ROLE AS CIVIC SOCIAL ENTREPRENEURS.** Identifying strengths, need and resource across our places, creating networks and convening conversations that support the co-development of long term practical solutions. Not claiming to “know everything” but co-designing with a variety of community partners the solutions that work for the right people, in the right place at the right time

- **CREATING NEW SOCIAL BUSINESS VEHICLES** (as with South Downs Leisure Trust) where a strong focus on social outcomes can be driven by a commercial business model for the benefit of our people, communities and places.

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
2.1 Better understand our communities by gathering the data and intelligence; understanding aspirations, opportunities and untapped assets as well as knowing where real and significant need lies. Ensuring that data and intelligence is shared better to support outcomes and long term community resilience.	2.1.1 Develop a community profile using our own and various partner data to better understand the nature of our communities, levels of need, strengths and potential assets.	Head of Wellbeing	Public Health, Coastal Care partners, Community Works, West Sussex County Council	By June 2017
	2.1.2 Ensure strong networks, sharing of data and intelligence that identify opportunity and support adaptability and a willingness to innovate	Head of Wellbeing	Local Strategic Partnership	From January 2017 and on-going
2.2 Providing and enabling homes across Adur and Worthing	2.2.1 Lead the development of an Adur and Worthing Housing Strategy, establishing a clear vision and plan of work for our places.	Director for Communities Head of Housing	Strategic Housing and Economic partners	By May 2017
	2.2.2 Lead on the development of an Adur and Worthing Homelessness Strategy, ensuring the needs of individuals and families are managed better through integrated pathways and exploring new ways to prevent people becoming homeless.	Head of Housing	All partners in the homeless sector	By May 2017
	2.2.3 Develop clear and consistent housing need policies and pathways for local communities, focusing on prevention, promoting health and wellbeing, and ensuring Housing Services Team have the capacity and systems to deliver.	Head of Housing	Various	By May 2017
	2.2.4 A Complete the assessment of the requirements of our Adur Homes housing stock and develop a coherent plan to manage these assets to meet the needs of our tenants and our communities.	Head of Housing	Adur Tenants and Leaseholders	Clear plan of approach by July 2017 stepped delivery thereafter
	2.2.5 Lead on, influence and commission new housing supply (all tenures) that meets the needs of local communities and employers in terms of diversity of tenure and affordability. Maximising value from major redevelopments and using assets in the existing housing stock of Adur District Council and our Registered Social Landlord partners and the wider asset base of the Councils.	Head of Housing Director for Communities Director for the Economy	A range of partners, national and regional funders, housing providers, developers etc.	Ongoing for new housing strategy May 2017 onwards
	2.2.6 Cost effectively improve the supply of emergency and temporary social and affordable housing through strategic investment and working with local investors to maximise social value.	Head of Housing Director for Communities Director for the Economy	A range of partners, national and regional funders, housing providers, developers etc.	Development of new strategy by May 2017
	2.2.7 A Support the delivery of digital solutions to support Adur Homes residents and the delivery of cost effective/timely repairs. Adur and Worthing users of Housing Services to self-manage elements of the housing process.	Head of Housing Head of Digital and Design		Plan for Delivery in place by June 2017
2.3 Providing a platform to encourage social innovation, social financing and supporting community and social entrepreneurs to create and deliver solutions that work for our places.	2.3.1 Use our community profile (2.1.1) to support the capacity and capabilities of our local community and voluntary sector including the understanding of their strengths and assets.	Director for Communities Head of Wellbeing	Various voluntary and community sector partners Coastal Care partners, Parks, Foreshore and Open Spaces partners	On-going – refined post delivery of Community profile in June 2017

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
	<p>2.3.2 Develop our Strategic approach to linking wellbeing outcomes across the Community Directorate; identifying new opportunities for building community resilience; employing social innovation techniques and active involvement in experiments; prototyping at scale to support learning, growth and community development.e.g. Delivery of the Fishersgate Community Centre as a multi-disciplinary community asset.</p> <p>Extension of Parks and Open Spaces community involvement and the delivery of the Growing Communities Agenda.</p> <p>Extension of Community self-management of facilities such as Sports sites and Allotments (Adur)</p> <p>Extension of the TCV project to involve communities in volunteering and conservation</p> <p>Enabling better links between wellbeing, housing and environmental teams to support joint community ambitions</p>	<p>Head of Wellbeing Head of Environment</p>	<p>Various voluntary and community sector partners Coastal Care partners, Parks, Foreshore and Open Spaces partners</p>	<p>On-going – refined post delivery of Community profile in June 2017</p>
	<p>2.3.3 Review and update our approach to community participation and engagement across all Directorates.</p>	<p>Director for Communities All Directors</p>	<p>Community Works, West Sussex County Council, Communities</p>	<p>Initial set of principles June 2017</p>
	<p>2.3.4 Agree core principles of engagement and community involvement in design and delivery of the Councils work.</p>	<p>Director for Communities All Directors</p>	<p>Community Works, West Sussex County Council, Communities</p>	<p>Initial set of principles June 2017</p>
	<p>2.3.5 Building our principles of co-production, encourage social innovation and co-design through bringing public services and communities together to provide solutions to “wicked issues”. Starting small and learning from what works, scaling up, developing tools and methods using our emerging “SameRoom” philosophy and capability.</p>	<p>Director for Communities Director for Digital and Resources Head of Wellbeing</p>	<p>Various voluntary and community sector partners</p>	<p>On-going</p>
	<p>2.3.6 Linked to 2.3.1 ensure strong delivery and capture of key learning from social innovation projects, including: Rethinking Parks, Social Prescribing/Going Local, Good Gym and other community health and wellbeing prototyping, Other projects as they come on stream and Systems leadership work.</p>	<p>Director for Communities</p>	<p>A variety of community, voluntary and commercial partners involved</p>	<p>Key learning outcomes by July 2017 and on-going.</p>
	<p>2.3.7 A Working with community of Shoreham and bereaved families create a permanent memorial to commemorate the Shoreham Airshow tragedy of August 2015.</p>	<p>Director for Communities Director for the Economy</p>	<p>Wide variety of stakeholders</p>	<p>Agree design by Spring 2017, produce and build by September 2018.</p>
	<p>2.3.8 Review our approach to the allocation and evaluation of outcomes of the award of grants and other funds to community groups to ensure that the ambitions are in line with those of the Councils, outcomes are achieved and good practice is disseminated</p>	<p>Director for Communities</p>	<p>Community Works</p>	<p>Review concluded by June 2017 and recommendations made</p>
<p>2.4 Ensure we target our (and others) resources on the most vulnerable and those struggling families requiring limited assistance to stay afloat.</p>	<p>2.4.1 Prioritise safeguarding and early help across the Councils and communities by ensuring our services and policies are effective at identifying and tackling issues to keep individuals and families safe.</p>	<p>Director for Communities Director for Customer Services Head of Wellbeing</p>	<p>West Sussex Children’s Safeguarding Board, West Sussex Adults Safeguarding Board</p>	<p>Self assessments for the West Sussex Boards undertaken annually</p>
	<p>2.4.2 Improving our debt management systems including rolling out the current balanced strategy for administration of tax and benefits to include sundry debts, rents arrears and early engagement to ensure we are supporting our vulnerable people and signposting them to appropriate help and support</p>	<p>Director for Customer Service Head of Revenues and Benefits Head of Wellbeing</p>	<p>Department of Work and Pensions, Citizens Advice Bureau/Financial Inclusion Group, Customer and Commercial Board</p>	<p>June 2017</p>
	<p>2.4.3 Continue to develop the Think Family Programme in Adur and Worthing, ensuring that our families with complex needs are supported to help transform their lives and those of their local communities.</p>	<p>Head of Wellbeing</p>	<p>Adur and Worthing Think Family Partnership</p>	<p>On-going development</p>

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
2.5 Promoting the good physical and mental health of our communities	2.5.1 Enable the cross working of regulatory and wellbeing colleagues to promote Adur and Worthing as a healthy, well and active places.	Head of Wellbeing Head of Environment	Regulatory teams, Police and Safer Communities Partnerships, Public Health, West Sussex County Council	Update on joint working and outcomes by Sept 2017
	2.5.2 Tackling the wider determinants of health in our localities through programmes like: Think Family Neighbourhoods, Going Local, GoodGym, Wellbeing Hubs Promoting local involvement an co-production of solutions and Local Community Networks	Head of Wellbeing	West Sussex County Council, Coastal Commissioning Group, Public Health, Guildcare, Police	On-going
	2.5.3 Continue to develop our role as Mental Health Champions, promoting, leading and working with other partners to promote good mental health, wellbeing and resilience in communities.	Director for Communities	Adur and Worthing Health and Wellbeing Partnership.	On-going
	2.5.4 Work with Coastal Care to ensure the development of all NHS and Social Care partners in integrated services that meet the long term needs of Local Community Networks in Adur and Worthing.	Head of Wellbeing Director for Communitites	NHS, West Sussex County Council	On-going
	2.5.5 Co-produce a strategy for Adur and Worthing staff and other employers to increase community volunteering to promote good health and community involvement	Head of Wellbeing Head of Environment Head of HR	Community Works	Strategy developed by September 2017 onwards involving community participation and staff engagement
	2.5.6 Develop a Sports strategy for Adur and Worthing that not only improves the quality and availability of sports facilities but which improves health and inequalities across Adur and Worthing	Head of Wellbeing Head of Environment	South Downs Leisure, Impulse Leisure Sports bodies and associations	By June 2017
2.6 Promotion of our communities as safe places	2.6.1 Develop and deliver projects to support and enforce the prevention and reduction in Antisocial Behaviour. Continued development of the Street Community Programme Developing community resilience to support early intervention and prevention of ASB Use of PSPOs in relation to dogs and environmental issues	Head of Wellbeing Head of Environment	Adur and Worthing Safer Communities Partnership, Operation Reform	On-going
	2.6.2 Reduce the risk of alcohol and drug related harm. Support the development of our night time economy by creating safer places.	Head of Place and Investment Head of Wellbeing	West Sussex Public Health, Adur and Worthing Health and Wellbeing Partnership, Coastal Commissioning Group	On-going
2.7 Playing our part in the reshaping of place based health services. Ensuring that our knowledge and understanding of communities is reflected in NHS/County Council joint work on improving NHS Services (and public health preventative work)	2.7.1 Represent the interests of District and Borough (and Place based health systems) in strategic conversation and decision making at Coastal Cabinet as part of the sustainability and transformation plans and longer term redesign of health and public health across the Coastal West Sussex Footprint.	Chief Executive Director for Communities Head of Wellbeing	All Coastal Cabinet partners	On-going to April 2018
	2.7.2 Working with West Sussex County Council and Health Partners to prototype a community health organisation within Adur and Worthing to assist the NHS in identifying what works and doesn't at the community health level.	Chief Executive Director for Communities Head of Wellbeing	West Sussex County Council, Coastal Commissioning Group, Young Foundation, Deloitte	On-going. Designs completed September 2017



PLATFORM 3 STEWARDING OUR NATURAL RESOURCES



We are seeing a real appetite across our communities for the stewardship and conserving of our beautiful natural environment.



One of the major reasons that people chose to live, work and settle here is our stunning coastal, downland, riverbank and urban park environments.

As Councils we recognise the importance of providing and enabling Platforms for people to do this. This is not for us about entering into climate change debates or protest movements at national or global level. We aim to enable the many individuals and “small platoons” who want to do something to conserve or steward their natural environments and resources at the local community level. Be they parks groups, allotmenters, real food or growing enthusiasts, etc., we are keen to help them create the necessary Platforms and work with those who already do so.

We recognise that this can be contested policy space. At times there will be challenging debates about the respective

trade-offs (between development and conservation for example) and it is the role of the Councils, often wearing Local Planning Authority hats, to make them. We do not shy away from those debates and from seeking the best outcomes possible, balancing the different demands.

As Councils we also recognise that we can and should do more with our own resource use. We have recently undertaken a significant review of what we could and should be doing better and recognise that good principles of environmental stewardship and civic resource management are often one and the same thing.

THE PLATFORM ELEMENTS

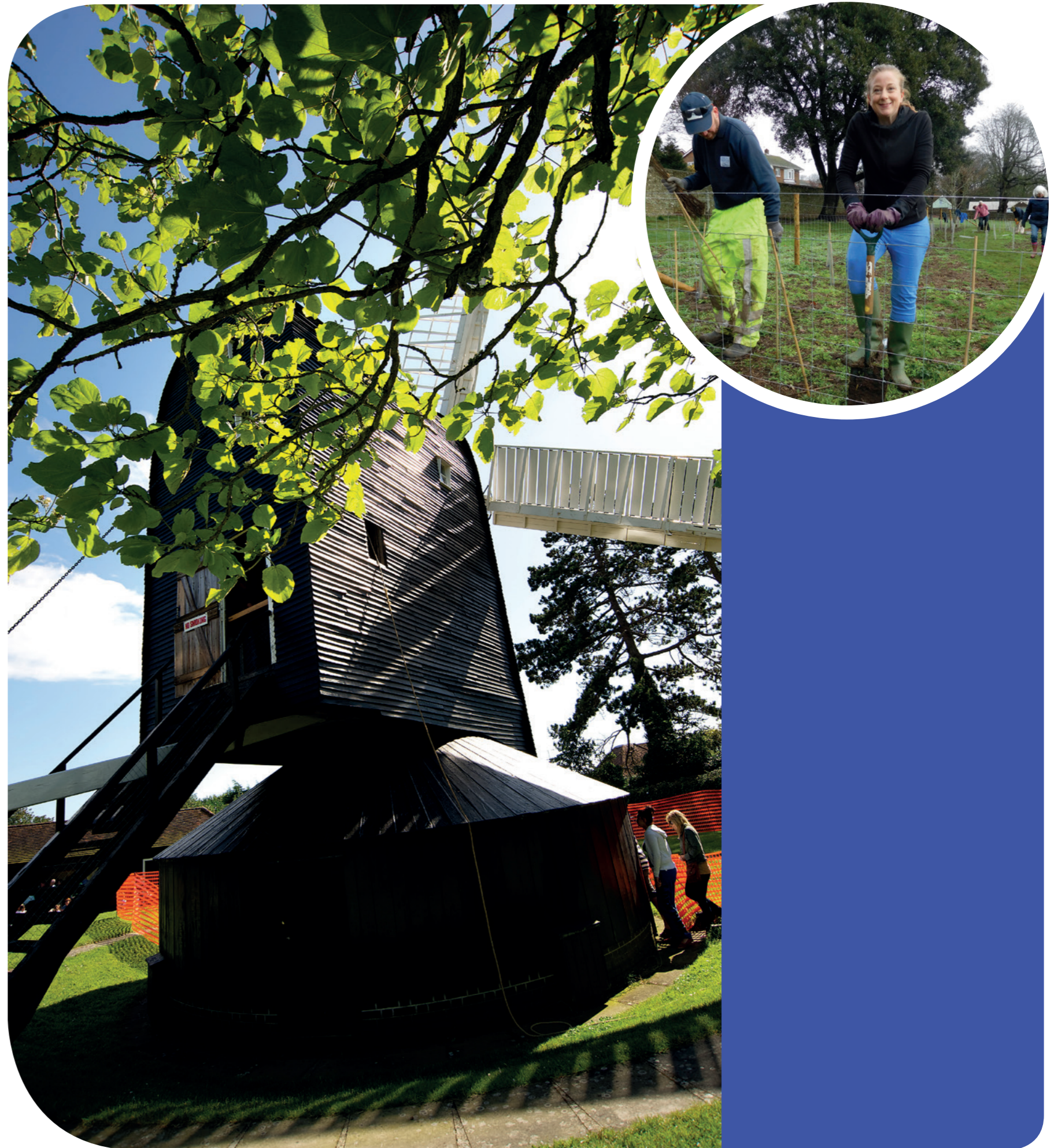
The Platform that we will create, develop and curate (with a range of key stakeholders) will include:

- **AS COUNCILS ENSURING WE CAN** do more with less, reducing our emissions, efficiently using water and reducing the amount of waste we send to landfill
- **WORKING WITH THE COMMUNITIES** already active in stewardship and guardianship of our natural environments (business, community and individuals)
- **BUYING LESS, BUYING BETTER AND BUYING LOCAL:** Detailed consideration of various elements of our procurement approaches and what we can do to further the circular economy in our local communities
- **SMARTER INFRASTRUCTURE:** Using innovation, planning and design to “future proof” what we build, use and live in
- **ENCOURAGING THE CELEBRATION** and custodianship of nature by developing new walking routes, cycling routes and furthering biodiversity corridors from the South Downs to the sea.

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...AT TIMES
THERE WILL BE
CHALLENGING
DEBATES

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COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
3.1 Improve environmental resilience in Adur and Worthing	3.1.1 Develop sustainability principles for the Councils, creating communication and marketing materials to showcase our approach for staff, partner, business and community audiences.	Director of Digital and Resources Head of Communications		September 2017
	3.1.2 Create an organisation-wide sustainability network that will develop an action plan for improvement across our services, including energy and water use, construction, transport, purchasing and recycling.	Director of Digital and Resources Head of HR and OD		Action Plan by September 2017
	3.1.3 Deliver solar panels on our corporate buildings.	Director of Digital and Resources Head of Business and Technical Services	Carillion	Shoreham Centre and Portland House by Summer 2017. Other buildings thereafter.
	3.1.4 Develop sustainable transport opportunities for the Councils, exploring the use of hybrid and electric vehicles, increasing cycling, greater use of public transport, and including the examination of opportunities to create new shared models with local partner organisations, and attracting external funding for new schemes.	Director of Digital and Resources Head of Place and Investment		On-going – Phased approach from 2017
	3.1.5 Build sustainable procurement and contracting practices into our procurement strategy, increasing the use of local suppliers and assessing the environmental impact of our procurements.	Chief Finance Officer		By Summer 2017
	3.1.6 Reduce the Councils' emissions, waste, and water use through data analysis and roll out behavioural programmes developed by the sustainability network at the Councils	Head of Business and Technical Services		Targets to be developed by March 2017
	3.1.7 Continue to pursue external funding opportunities that support the development of our natural resources and extends the biodiversity of our assets, e.g. Highdown Gardens (Heritage Lottery Fund)	Head of Environment		On-going
3.2 Develop the role of Communities in stewarding our natural resources	3.2.1 Work with businesses and partner organisations to develop a network of sustainability professionals, able to develop shared projects and explore opportunities for shared working and coordinated corporate social responsibility programmes with an environmental theme.	Director of Digital and Resources Head of Place and Investment		Network established by Summer 2017. Projects go live Autumn 2017 onwards
	3.2.2 Identify and support the network of environmental community groups in our places, connecting them with the organisation's network and the sustainability professionals network through events and workshops, creating further opportunities for projects.	Director for Digital and Resources Head of Wellbeing Head of Environment		First community event by September 2017
	3.2.3 Engage with our communities to promote and support the zero to landfill objective, continuing the effective work of the 'Recycling Together' project started in 2016.	Director for Customer Service Head of Waste and Cleansing		On-going
	3.2.4 Develop new collaborative and integrated models of management of our parks, public spaces and biodiversity, and engagement of our community	Head of Environment		Key learnings by June 2017 and ongoing
	3.2.5 Develop strategies for retention of value from waste for the benefit of our communities, repurposing materials and influencing 'triangle of waste' methodologies with communities, businesses, suppliers and partners.	Head of Waste and Cleansing Director for Customer Service	West Sussex County Council, Inter Authority Waste Group, DeFRA, Department for Communities and Local Government, Customer Services, range of research bodies, RSL's and community groups	June 2017

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
	a) Implement projects for behavioural change, engagement and insight methodologies to improve recycling and harness community capability to support a zero to landfill objective.	Head of Waste and Cleansing	West Sussex County Council, Inter Authority Waste Group, DeFRA, Department for Communities and Local Government, Customer Services, range of research bodies, RSL's and community groups	June 2017
	b) Develop mechanisms to improve measurement and incentivisation of recycling and circular use of waste resources within Inter Authority Waste Group and Department for Community and Local Government.	Director for Customer Service Head of Waste and Cleansing		June 2017
	c) Ensure continuing effectiveness of Building Control advisory service on sustainable design in the built environment and extending influence across the business and domestic network.	Head of Building Control and Land Charges		June 2017
3.3	Infrastructure for environmental resilience.			
	3.3.1 Ensuring environmental resilience and sustainability is considered as part of the planning process, working with planning colleagues to develop innovative approaches to delivering more sustainable development while balancing the imperative to build.	Head of Planning and Development		On-going
	3.3.2 Evaluate installation of electric charging points across Adur and Worthing, through seeking external and partner funding support.	Head of Place and Investment	West Sussex County Council	Options appraisal by June 2017
	3.3.3 Retrofit built infrastructure to improve environmental efficiency across corporate buildings and social housing stock.	Head of Technical Services Head of Housing		Programme of works over next 3 years
3.4	Using our natural environment to promote good health and wellbeing in our places			
	3.4.1 Work with community groups to better use our open spaces for health and well-being, for example by using parks and open spaces more for exercise and relaxation, including specific environmental activities such as street tidy ups and community gardening.	Head of Wellbeing Head of Environment	Community Works	First project by Summer 2017
	3.4.2 Support the development of our Public Realm and tourism approaches, identifying opportunities for sustainable activities and technology demonstrators, such as walking and cycling routes, Eco Houses, tidal power generation etc.	Head of Planning and Development Head of Place and Investment		On-going



PLATFORM 4

SERVICES & SOLUTIONS FOR OUR PLACES

Often the greatest efficiencies come from the power of doing things locally, at the human scale, not about “aggregating up to the largest scale possible”



As Local Government, we have historically been poor at focusing on the needs of an individual person and enabling them to manage those needs, and navigate easily through our bureaucracies to get what they require when they need it to control their own lives.

New technologies, new business models and new digital mindsets are having a profound impact on how we now approach designing services (and increasingly solutions, at times provided by others rather than services by us).

THE PLATFORM ELEMENTS

The Platform that we as Councils will provide in terms of our services needs to be one in which:

- It's easy for people to **GET WHAT THEY NEED FROM US FIRST TIME** with the minimum amount of faff. That we standardise, simplify and specialise for those requiring additional inputs and support
- We use our new technologies and data **TO DESIGN SERVICES AROUND THE INTERESTS OF INDIVIDUALS** and communities (Circles of Interest) rather than around the functional blocks of service providers
- Where practical we **COMBINE OUR SERVICE OFFER** and other elements of platform building with other institutions
- We **JOINTLY COMMISSION** (and encourage our partners in public service) **TO DESIGN AROUND THE INDIVIDUAL**, encourage people to have the maximum amount of power and flexibility over their lives, don't look at people's problems through professional lenses and recognise that most people run most of their lives very successfully without our help most of the time
- We enable people to join the platform by which we mean that individuals and communities get **PRACTICAL EXPERIENCE OF DESIGNING SERVICES** and solutions so that they can continue to own and refine them over the longer term
- We further develop our **FINANCIAL STRATEGY** and capacity given the changing role and nature of local government financing. As we increasingly move from annual budgeting to more of a Profit and Loss and Balance Sheet approach, we need to up our capacity at service level and as strategic financiers to ensure income streams are generated, risks are managed, assets are sweated and that as grant is reduced by the Government we are able to "mind the gap"

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...WE NEED TO
UP OUR
CAPACITY

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- We continue to develop our **DIGITAL CAPACITY AND CAPABILITIES** and begin to support others in building the platforms on our digital foundations. We will begin a programme of radical service redesign (using and drawing together UxD and ethnographic approaches and design principles). We will exploit Infrastructure as a Service ("Clouding") and we will look to partner with others where economies

of scope and scale make sense. We will grow our digital programme capacity across the organisation as well as our ability to deliver digital changes in a programmatised way

- We will use our new category management approaches to drive **REAL PROCUREMENT SAVINGS** across services.

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
4.1 Design customer-centered services which enable customers to get what they need to thrive	4.1.1 Develop an overarching Customer Service and Citizen Engagement Strategy to strengthen our customer service culture and maximise digital and design value. Develop and implement formal customer experience mapping and transformation and change plans which incorporate business change, communication channels and technical innovations.	Director for Customer Service Head of Customer Contact and Engagement	Residents, service users, external vendors and suppliers	Completed by July 2017
	4.1.2 a) Identify 'circles of influence' which will develop and coordinate services internal and external to the Council who have common customers b) Support identified 'circles of influence' and individual services to redesign and improve the effectiveness of their operating models according to customer need, reducing failure demand and improving proactive root cause resolution of service issues, and push and nudge capabilities arising from improving the relationships and engagement with customers c) Align the organisation around customer experience, improving accountability of services to improve customer journeys, creating a 'one-organisation' culture of accountability and advocacy on behalf of our customers and citizens.	Director for Customer Service Head of Customer Contact and Engagement	Residents, service users, external vendors and suppliers	By February 2017 From March 2017 – March 2019 October 2017
4.2 Develop customer intelligence and insight function to drive work in 4.1 above	4.2.1 Develop customer insight functionality, demand management, predictive analysis and service improvement methodologies to improve accessibility to service and improve reputation for 'easy to do business with' the Councils.	Director for Customer Service		Summer 2017
	4.2.2 Analyse and improve delivery outcomes for customer and reduce 'cost to serve'.	Director for Customer Service		Summer 2017
	4.2.3 Improve segmentation of customer base to provide more focussed service.	Director for Customer Service		Summer 2017
	4.2.4 Deliver multi-channel services and procurement strategies which provide MIS and data to advance service improvement and demand management strategies.	Director for Customer Service		Summer 2017 onwards
4.3 Identifying and maximising financial return on our services to support the Councils' budgetary position	4.3.1 Continue to develop financial strategy to ensure that the Councils are self-funding by 2020, through investment, income generation and efficiency initiatives.	Head of Finance		Budget 2017/2018 and onwards
	4.3.2 Ensure that the portfolio of services are efficiently delivered by the Councils, identifying opportunities for further commercial and in-house development, or when appropriate sourcing service elsewhere.	Director for Customer Service		On-going
	4.3.3 Identify options for commercialisation across all Directorates.	Director for Customer Service		On-going
	4.3.4 Develop a category management approach to procurement with partners, working with other organisations to pool both specialist procurement resources and aggregate contracts to deliver value for money.	Director for Customer Service Director for Digital and Resources	Local authorities across West Sussex	September 2017

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
	4.3.5 Develop a corporate asset strategy that ensures proactive maintenance of our estate, reducing the cost of reactive repairs, but which also identifies opportunities to use our assets as platforms to generate income, share resources with partners, and provide capacity to the community and voluntary sector.	Director for Digital and Resources		Sept 2017
	4.3.6 Actively explore the creation of a “resourcing” platform, where the Councils’ resource units, such as legal, finance, digital and HR can develop and offer services to local partner organisations and businesses.	Director for Digital and Resources		Sept 2018
	4.3.7 Deliver ICT savings by the move to cloud hosting with CenSus partners, releasing resource for faster digital transformation.	Director for Digital and Resources		June 2018
4.4 Regulatory change and competition for core services	4.4.1 Identify opportunities and risks arising from regulatory changes e.g. extend service offering across geographical boundaries or to new customer groups or impacts of Housing and Planning Act.	Director for Customer Service	All Directors, Heads of Service	Sept 2017
	4.4.2 Identify core services from which the Councils can drive additional value or income streams through retention, investment or effective competition.	Director for Customer Service	All Directors, Heads of Service	Sept 2017
	4.4.3 Identify how core retained responsibilities of the Councils will continue to be funded retaining value.	Director for Customer Service	All Directors, Heads of Service	Sept 2017
	4.4.4 Improve marketing, branding and ‘sales’ narrative for Council Services.	Director for Customer Service Head of Communications	All Directors, Heads of Service	Sept 2017
4.5 Utilising the expertise with our Communities	4.5.1 Develop our capabilities and mindset to engage with customers, staff and communities when re-designing services. Through developing these tools and techniques with existing identified key projects, create a platform, “SameRoom”, that can be made available to more teams within the Councils, and also to local partners and communities when pursuing their own projects	Director for Digital and Resources Director for Customer Service Director for Communities	All Directors, Heads of Service	Sept 2017
	4.5.2 Working with local partnerships to connect services, develop solutions and identify who may be the best to deliver them and ensuring a continuity of services in our places.	Head of Wellbeing Head of Investment and Places		On-going
4.6 Continue to develop the capacity of our people and corporate services to support our ambitions.	4.6.1 Developing our training and development offer within the Councils to ensure it aligns with our ambitions to improve our customer service culture, commercial skills and digital service delivery, while ensuring our staff have the specialist and professional training they need to deliver core services. Develop the potential of our staff to work collaboratively with our commitments by ensuring that we prioritise skills and qualities such as good communication; project management; leadership and teamwork.	Director for Digital and Resources		June 2017
	4.6.2 Through “SameRoom” develop a range of service design approaches and tools to support the development and efficient delivery of Councils’ services	Director for Digital and Resources		Sept 2017

COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
4.7 Develop a communications service that champions the places, people, councils and projects of Adur and Worthing creatively, professionally and cost effectively	4.7.1 Create an effective agency model to provide customers (internal and external) with high quality service from identified account managers who possess a strong understanding of customers business, developing income streams equal to at least 10% of running costs in year 1.	Head of Communications	Heads of Service, Local Strategic Partnership and sub-partnerships, community groups, private businesses throughout the South East, press and media	Model to be fully in place by June 2017
	4.7.2 Promote and protect the Councils' brand in all forms and in all media, ensuring that it becomes a mark of quality and reliability that is easily identified by customers and communities.	Head of Communications	Heads of Service, Local Strategic Partnership and sub-partnerships, community groups, private businesses throughout the South East, press and media	Specific initiatives from June 2017
	4.7.3 Oversee the development of a sales and sponsorship package which will help the Councils create new revenue opportunities and open up affordable, attractive promotional packages for local businesses, with a target of £200,000 of revenue generated within 3 full years.	Head of Communications	Heads of Service, Local Strategic Partnership and sub-partnerships, community groups, private businesses throughout the South East, press and media	Package, and resource to deliver, to be in place by Sept 2017 with an income target from increased sales/Sponsorship of £200,000 achieved by 31 Mar 2020
	4.7.4 Roll out the use of e-Marketing technology across the Councils, offering customers the opportunity to sign up for information that they care about by email and helping colleagues communicate effectively with those customers.	Head of Communications	Heads of Service, Local Strategic Partnership and sub-partnerships, community groups, private businesses throughout the South East, press and media	Roll out completed by June 2017
	4.7.5 To continue to develop microsites (such as www.InvestAW.co.uk) where appropriate to provide the Councils with enhanced marketing opportunities and communities with a virtual platform to share information, innovations and opportunities for collaboration.	Head of Communications	Heads of Service, Local Strategic Partnership and sub-partnerships, community groups, private businesses throughout the South East, press and media	On-going from Jan 2017
4.7.6 Continue to promote social media as an appropriate, effective communications channel, training colleagues in day to day use as well as advanced analytics and offering training to relevant agencies.	Head of Communications	Heads of Service, Local Strategic Partnership and sub-partnerships, community groups, private businesses throughout the South East, press and media	All client departments to receive training by June 2017	



PLATFORM 5 LEADERSHIP OF OUR PLACES

The communities of Adur and Worthing generally recognise the importance of good civic governance (and institutions of State that underpin them) to the success of their places.



Whilst at times policy may be contested, the integrity and validity of democratic authority seldom is. Perhaps a world where there is more national and international volatility means locally based governance and Local Government that listens, understands and delivers for the present and future is more important than ever.

THE PLATFORM ELEMENTS

The Platform for leading our places well includes:

- **PLACE BRANDING** - being clear what we are, attracting the skills, assets and other resources that we require to be successful across all platforms over the future
- **CONSERVING AND DEVELOPING THE FABRIC AND INSTITUTIONS** that make up our place and getting that balance right
- Making the case for Adur and Worthing on regional, national and international stages (ensuring we have the right reputation and the **RIGHT RELATIONSHIPS** to leverage the value we need)
- **ENSURING GREAT NETWORKS** within Adur and Worthing (ensuring open and shared data that enables the other platforms to work well)
- **ORCHESTRATING ROLES** between partners and platforms across our places
- Ensuring our **DEMOCRATIC PROCESSES** remain relevant, trusted and open to all and recognising the importance of participative democracy by other community leaders.

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LOCAL
GOVERNMENT
THAT LISTENS,
UNDERSTANDS
& DELIVERS

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COMMITMENTS	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVED	TIMESCALES
5.1 Promote Adur and Worthing to the maximum benefits of our financial and social economies.	5.1.1 Develop a Place Brand, design and roll out, oversee use and effectiveness and engage key partners to maximise take-up.	Head of Communications	LSP and key partnerships	By June 2017
	5.1.2 Develop a new visual identity for the Councils congruent with (but clearly differentiated from) the place brand.	Head of Communications		By April 2017
	5.1.3 Oversee and manage our place reputation.	Head of Communications		On-going
	5.1.4 Identify key opportunities to promote Adur and Worthing Councils and useful consistency of messaging in so doing. Attempt to align key partners behind those messages.	Head of Communications	Head of Communications All key partners and key agencies	Pro-active identification of suite of opportunities by March 2017
5.2 Develop strong partnerships, relationships and networks to support the platforms and enable their effective use and development	5.2.1 Develop the existing key networks that exist across West Sussex, Greater Brighton, the Local Economic Partnership area, at a national and sector level, Coastal West Sussex wherever value is added. Identify and position the places of Adur and Worthing well for new policy initiatives from the new Government (including whatever opportunities Devolution brings).	Elected Members CEO and Directors	All	On-going
	5.2.2 Develop the Local Strategic Partnership for Adur and Worthing and the underlying sectoral partnerships. Grow capacity and influence and use the power of the networks as effectively as possible.	Director for Communities LSP partners	All connected to LSP	By September 2017
	5.2.3 Develop networks, skills and influencing potential across our local community and voluntary sector. Ensure that our CVS is “plugged in” to the right places to have the right influence at the right time.	Director for Communities and leadership of CVS	CVS organisations and Community Works	By June 2017
	5.2.4 Start the conversation with partner agencies, businesses and communities around the impact of technology on our future lives and explore funding opportunities for such things as electric vehicle charging points, sensor monitoring, public wifi, digital high street and digital tourism.	Director for Digital and Resources Director for the Economy	All connected to Local Strategic Partnerships	By September 2017
5.3 Create (in accessible form) the data sets and critical intelligence that Leaders of Place need	5.3.1 Work with West Sussex County Council and other partners to develop a data intelligence strategy, building a view of Adur and Worthing that better informs decision-makers, and enables tracking of outcomes.	Director of Digital and Resources Policy Officer	All relevant data holding or data hungry partners	By September 2017
	5.3.2 Develop Adur and Worthing Councils’ digital platform capabilities to publish our data in automated ways, encouraging use of the data by businesses and communities through engagement events.	Director of Digital and Resources Policy Officer	All relevant data holding or data hungry partners	On-going
	5.3.3 Continue to design, innovate and deliver and evaluate a range of impactful social innovation projects and ideas. These include social prescribing; Going Local; Young People’s Mental Health Project; and the Young Foundation work on community health and to take this social innovation activity beyond the health and social care sector. Ensure all projects are well evaluated and critical systemic learning is shared more broadly and used in future design work.	Director for Communities All Leaders of Place	All	On-going

5.4	Grow the capacity of Leaders of Place (and our leadership cultures) to ensure we have the capacity and confidence to understand our places, innovate, are open to new ideas and approaches to designing solutions and allow new entrants to the leadership space to lead where practical.	5.4.1	Continue to develop our systems leadership capacity (working with the LGA etc.), evaluate success of first two tranches of work and whether this can be rolled out further to a larger group of Leaders of Place.	Director for Communities	All engaged in systems leadership development work	By Sept 2017
		5.4.2	Design and deliver a programme specifically geared to developing the capacity of the community, voluntary and social enterprise sector to develop the skills, confidence and networks on social innovation, responding to commissioning opportunity and moving to scale with social finance.	Director for Communities together with Community Works	All community and voluntary sector organisations in Adur and Worthing	Design Programme by April 2017, roll out 2017-201
		5.4.3	Political leadership, equip Members with skill sets required to be effective Leaders of Place both in wards and neighbourhoods as well as the bigger place levels.	Director for Communities	All community and voluntary sector organisations in Adur and Worthing	Programme underway by June 2017
5.5	Maintaining and managing the Platforms and their use	5.5.1	Develop the capacity of our existing Local Strategic Partnership (and the underlying partnerships) to understand, work with and help to promote and “manage” the Platforms at a collective level.	Director for Communities	All partners	From Feb 2017
		5.5.2	Ensure all key partners and partnerships understand the purpose of Platforms for our Places, how and why they might contribute and share in the benefits.	All Directors All Elected Members Head of Communications	All relevant partners in Adur and Worthing	On-going
		5.5.3	Where the inevitable contested issues arrive (or active conflict) then Leaders of Place will facilitate resolution/determination of issues and attempt to maintain the quality and integrity of the underlying relationships (and the platforms themselves).	All Leaders of Place (primarily via LSP)	Potentially any partner dependent upon the issue	As and when required



CREATING THE CAPACITIES TO BUILD PLATFORMS



WHAT ARE THE ROLES FOR ADUR AND WORTHING COUNCILS IN CRAFTING AND MAINTAINING THE PLATFORMS?

These five Platforms will require us (and partners across all sectors) to play different roles at different times.

- **MAPMAKERS:** At times we will work in uncharted territories, this will enable us to understand what is needed, map possibilities and then plan what the best approach for our places should be
- **ARCHITECTS:** Once we are clear on the foundation steps required we need to design the work or intervention to bring things to fruition. Good architects design around their client's needs and preferences, and user centred service and design solutions will increasingly be our approach
- **EVANGELISTS/ "MARKETERS" OF PLATFORMS AND OF PLACE:** We need to talk up our places, point out the opportunities and strengths that we have across Adur and Worthing, particularly to external audiences that can bring new value to our platforms. We will need a strong and attractive narrative about the good things that we do and one that is also realistic about challenges we face. A common narrative (a place brand) can help us identify our place in the external world (of investors,

Government, regional bodies, local companies, tourists, would-be residents etc.). Once we have that narrative we should lose no opportunity in telling it, in the right places at the right times

- **PLATFORM BUILDERS/ CREATORS:** At times we will need to demolish redundant, unsafe or unsuitable platforms with a strong eye on the future. These might be "soft" Platforms (such as taking back control of under-utilised community centres, or changing suppliers of some of our services). These might also be "hard" demolition such as the Aquarena, Shoreham Civic Centre, etc. Once demolished, we then build, through relationships, capacity in our system and by bringing our focussed resources and attention to making the things happen that we commit to:

“ WE... ARE CONTINUING TO CHALLENGE OUR MINDSETS ”

WHAT DOES PLATFORMS FOR OUR PLACES MEAN FOR ADUR AND WORTHING COUNCILS?

Earlier in this document, we recognised that there are a number of roles that we and other civic institutions of the place will need to play.

- **ENABLER OF OTHER PLATFORM BUILDERS** - Either by persuasion, financial partnership, commissioning etc. we will have the links and the quality of relationship to enable others to build the right platforms in the right places
- **A “GOOGLE” OF PLACE:** (a curator of the use of platforms) this will require us to be a guardian and a custodian (e.g. to ensure fairness of access to platforms)
- **A MAGNET:** We will need to attract talent, money, time, energy, people and attention to our platforms. We therefore need to make them as attractive as possible and ensure that we (and other platform builders) are reliable partners to the things we commit to do
- **“INVESTOR”:** At times we might take a stake in projects being developed upon platforms (either through finance or putting in human capacity to those projects). It may be appropriate that there

is a financial return to the Council (and therefore to our communities). At times financial or social market economics may not quite be sufficient to create the long term platform components we need. In those scenarios we may need to step in to invest the finance, land, know how, data etc. to make things happen. We will be wise in our investments and seek returns for the benefit of our whole communities

- **PLAYER:** At times the Councils (and our partners) will inevitably wish to operate on and within the platforms that are created.

These roles will require different mindsets, skills and capacities for Members and Officers of Adur and Worthing Councils, as well as the partner organisations with whom we operate. This will need time, work and attention but the development of these capacities across the Councils and the broader Adur and Worthing systems is essential to our future prosperity, wellbeing and happiness as thriving places.

There will be different roles at different times and a key issue for us will be being clear which role (or roles) we are playing at any given moment. Our political and managerial leaders will need to become adept at swapping hats and taking positions on relevant issues.

What is clear is that we have left behind the notion of being solely municipal service providers to one where our purpose is to create platforms upon which we and others create and sustain healthy and vibrant financial and social economies for our communities. We will want to help realise the ambitions of our residents, communities and businesses and encourage people to step up and play a role in leading their places forward.

In our networked world, we understand that change and development come about by making good connections; stimulating grass roots ideas; sharing information and data; working with communities, customers and service users to design and create change together. By breaking down hierarchies, liberating the insights and energies of service users, individuals, customers and our own staff, and by thinking about systems rather than about organisations. We are already beginning to distribute power and recognise that new technologies allow this to happen further and faster. We know this is a real contrast with the traditional local government ways that relied on hierarchical power, identified leaders

to drive innovation, had deference to those of higher rank, used tried and tested methods and adhered to a prescribed vision usually handed down from “on high”. Those established approaches to Local Government could almost be relied upon to crush change, community energy and innovation at the very start. We know we are only at the beginning of this journey and will, at times, get things wrong as we learn.

We however are continuing to challenge our own mindsets and whilst pushing hard to improve the quality of all of our services, increasingly we seek to become Civic Social Entrepreneurs creating and sustaining social value. This shift in purpose (and mindset) is both exciting and challenging for us and for a number of our key partners. 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 that have served us well over a number of years to meet the challenges.



“
...WE NEED TO
TALK UP OUR
PLACES
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Amongst the capacities that we are beginning to develop (and will need to do so at greater speed) would be:

- **USING THE PRINCIPLES OF SERVICE DESIGN** to radically alter a number of our services and the models we use to deliver them, including our ability to harness the power of user centred design, lessons from ethnographic observations and how digital business models can fundamentally change the way people do business with us
- **OUR COMMERCIAL SKILLS:** For many years the staff working in Local Government have been given a budget once a year and been expected to work miracles within that budget. Whilst we will continue to set annual budgets, as they are reduced year on year we all need to become increasingly entrepreneurial; looking for ways to grow income streams, cross sell services, use our assets differently and keep our cost base under careful review. These are not necessarily skills that have been part of the Local Government culture and it will take people time to grow them and be comfortable in their use
- **LEADING SYSTEMS:** Inevitably the boundaries between various organisations increasingly blur and, at times, overlap and merge. We find ourselves no longer leading and managing an organisation but often a complex system of a number of organisations that will have competing or conflicting priorities, processes or cultures. This requires a number of our key leaders to develop a new set of system leadership skills
- **CONVENING (AND BEING CONVENED IN) ESSENTIAL CONVERSATIONS** with the right people at the right time. When managing within one organisation, it has in the past been possible for people to duck difficult issues and questions with external stakeholders who perhaps were not keen to engage. Our responsibility to build platforms now means that we need to convene and curate the right conversations, with the right data and the right people. This requires proactivity (and at times bravery in the face of what can be some tricky stakeholder positioning). Doing the right thing, however, can often involve pulling the right people together and seeking to find common ground in complexity and with conflicting views.





RESOURCING PLATFORMS FOR OUR PLACES



We work on the assumption that the already dramatic reduction in Central Government grant that we receive will continue to reduce (in the case of Revenue Support Grant to almost zero in the next two years).

Whilst the promise of Business Rates retention is potentially interesting there have historically been many strings attached and it is unlikely to plug the gap. Two years ago therefore we decided to embark upon an alternative approach to financing both our existing services and any new innovation or place shaping that we wanted to do.

We have developed Platforms for our Places in parallel with the 2017/18 budget process and therefore one speaks to the other. For example, both Councils have grown their capacity to progress and deliver major projects (in terms of project management staffing from revenue budgets and in the creation of funds – for business development and viability studies etc. - required to get projects moving). The Councils have also allocated leadership and staff resources to Programme Boards taking forward strategic agendas that deliver key elements of Platforms for our Places. In terms of capital budgets both Councils have recently agreed to take equity stakes in major project activity, Worthing Borough Council has created a £10million loan facility to Worthing Homes to develop and expand its social housing offer, we have a number of high quality bids in for significant funds to Government and other funders and we have developed a medium term capital programme that both supports the delivery of existing services and helps take forward Platforms for our Places approaches.

We recognised that resourcing isn't just about the money. And it isn't just about the Councils' money. Increasingly we seek to use the capital and revenue financing in investment of public service partners (and others) to support areas of mutual benefit. For example working with public health colleagues at West Sussex County Council and colleagues at the West Sussex Coastal Community Commissioning Group (CCG) we have been able to help resource a number of Platforms in the community health areas. For each Platform area we will seek to identify new available resources.

We know that there is considerable latent resource in community. There are people with skills, time and potentially useful connections and resources who would be interested in being involved in some of the Platforms we describe. We (and a number of other partners) have valuable data and intelligence, as well as other assets, that we can seek to use creatively to produce new value. In particular we will be looking to harness Corporate Social Responsibility resources and the opportunities of social finance in developing several of the Platforms.

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



A&W

KEEPING US ON TRACK



With *Surf's Up* we consciously avoided the approach of creating a bureaucratic industry around reporting on commitments and individual projects and programmes.

Such an approach can be energy intensive and can often become obsolete within days, as well as ossifying organisations and systems in ways that run counter to the agility we require.

We developed Trello boards that enabled elected Members (and Officers) to click through to see how work on particular commitments and elements was progressing and enable them to contact directly the accountable staff.

The Chief Executive and Directors assessed progress on a quarterly basis (Directors doing so with their own Management Teams) and elected Members received 6-monthly reports at both Joint Strategic Committee and at Joint Overview & Scrutiny Committee.

Broadly this approach has served us well and will continue to be deployed in the new three year programme in *Platforms for our Places*. We will also provide a short web site updates on particular issues of relevance (where

they are not sensitive for commercial or other reasons). One of the issues that has come to light over the last two years is that Members have not felt well informed about progress (or indeed lack of progress) on major projects activity. Although our communications approaches generally have improved considerably over the last two years (and indeed were themselves a commitment within *Surf's Up*). We recognise this as a resource gap and will be also providing a bi-monthly update to all Members on progress on those Major Projects.



PLATFORMS
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