
PLATFORMS FOR OUR PLACES

Refreshed - July 2018

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

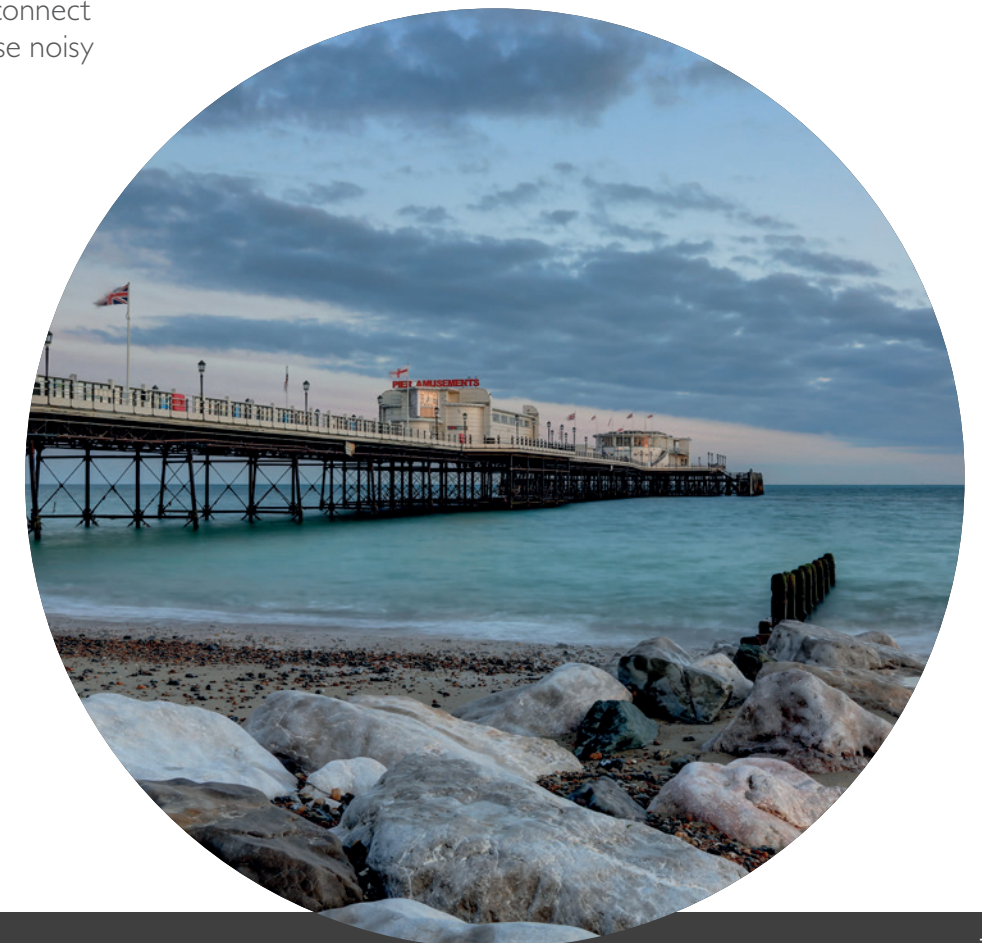
It is clear that individuals and communities value the natural environments of Adur and Worthing; whether these are marine, riverbank, downland, parks, open spaces or woodland.

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.

“ASPIRATION... IS STRONG ACROSS OUR PLACES”



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



“

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.

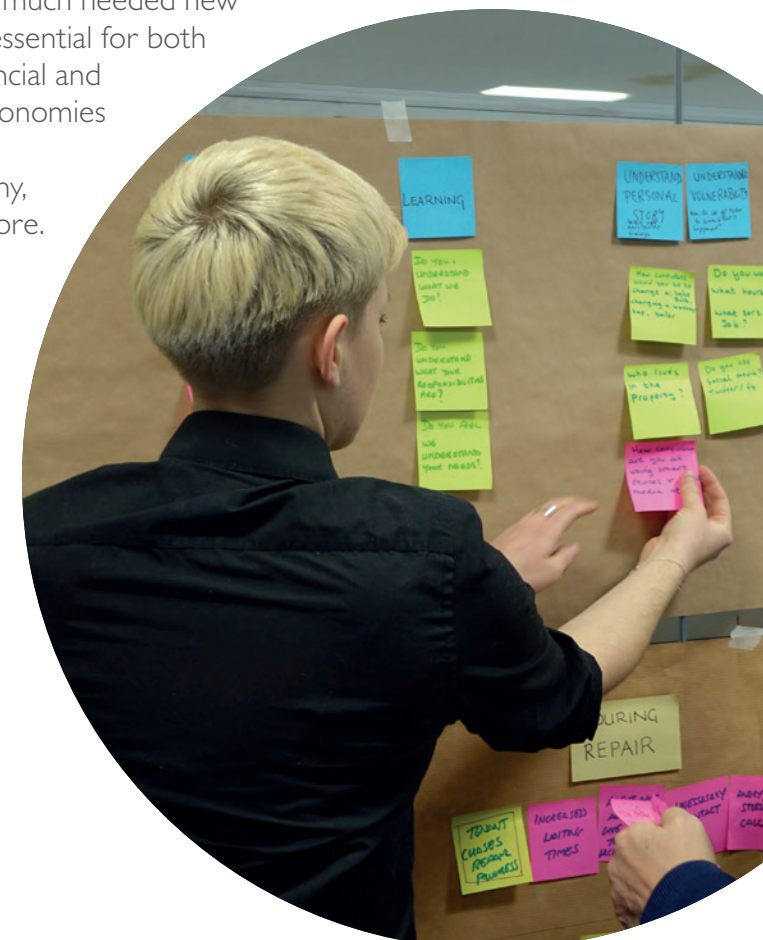
At times the role of the State (including Local Government), once that “hard” or “soft” infrastructure platform is created, might be to maintain it, regulate its use or to “get out of the way” and let others use it wisely and develop it further. We talk more about this below.

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
 ”

- **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.

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
<p>I.1 Driving growth in the business sectors across Adur and Worthing.</p>	<p>I.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:</p> <ul style="list-style-type: none"> a) The Greater Brighton Economic Board (and a range of Boards and Sub Groups relating to the functional economic area of Greater Brighton) b) West Sussex Wide Enterprise/Investment issues c) 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 d) Maintain strong relationship with the Coast To Capital Local Economic Partnership and a variety of other strategic funders at the regional and national level. 	<p>Director for the Economy</p>	<p>Adur and Worthing Business Partnership, Chamber of Commerce, Coastal West Sussex Business Partnership a range of other public and private sector bodies and employers</p>	<p>Autumn 2019 - Input into Economic Strategy consultation, especially in relation to the Strategic Economic Plan Ongoing - maintain a horizon scan of all relevant opportunities to ensure the Councils' long term interest is included (e.g. Local Industrial Strategy)</p>
	<p>I.1.2 Implement the core objectives of the Adur and Worthing Economic Strategy influencing regional approaches to the national industrial strategy.</p> <ul style="list-style-type: none"> a) Superconnected Worthing b) Adur Applied Technologies Centre c) Technology Futures: skills for innovation. 	<p>Head of Place and Economy</p>	<p>Including: Adur and Worthing Business Partnership, Chamber of Commerce, West Sussex County Council, Coast to Capital, potential investors, policy bodies, business and employer bodies</p>	<p>Autumn 2018 - Key projects identified and implemented for all elements January 2019 - Annual impact review of Economic Strategy starting</p>
	<p>I.1.3 Ensure sound evidenced based understanding of structure and scale of existing economies and real opportunities for growth and diversification.</p>	<p>Head of Place and Economy</p>	<p>Including: Adur and Worthing Business Partnership, Chamber of Commerce, West Sussex County Council, Coast to Capital, potential investors, policy bodies, business and employer bodies</p>	<p>December 2018 - Economic data analysed and refreshed, including data extracted from the Office of National Statistics and the census. Findings will inform work programme and partner working, especially through Adur and Worthing Business Partnership.</p>
	<p>I.1.4 Implement gigabit infrastructure in Adur and Worthing through the Gigabit West Sussex project, connecting up our buildings in phase one.</p>	<p>Director for Digital & Resources Head of Place and Economy</p>	<p>West Sussex County Council Cityfibre Chamber of Commerce Town Centre Initiative Local businesses</p>	<p>May 2018 - Contract Award September 2018 - Department for Digital, Culture, Media & Sport Wave 3 funding bid for additional sites September 2018-Feb 2019 - Build</p>
	<p>I.1.5 Promote the take up of gigabit vouchers by local businesses, thereby extending the gigabit infrastructure into business parks and industrial estates.</p>	<p>Director for Digital & Resources Head of Place and Economy</p>	<p>West Sussex County Council</p>	<p>From July 2018 - Promotion campaign December 2019 - completed</p>
	<p>I.1.6 Assess the business case, delivery and funding options for Public WiFi networks in Worthing and Shoreham town centres, providing trusted municipal WiFi to create "ultrafast zones" serving businesses, freelancers, shoppers and visitors and providing free access WiFi for town events.</p>	<p>Director for Digital & Resources Head of Place and Economy</p>		<p>July 2018 - Initial business case July 2019 - Target installation (following gigabit installation)</p>
	<p>I.1.7 Develop a Department for Digital, Culture, Media & Sport Wave 3 funding bid for additional fibre infrastructure to connect schools, CCTV and create "5G infill" fibre access points, making Worthing and Shoreham 5G ready and fit for the digital future of our towns.</p>	<p>Director for Digital & Resources Head of Place and Economy</p>	<p>West Sussex County Council</p>	<p>July 2018 - Commission consultant support with West Sussex County Council Sept 2018 - Submit Wave 3 bid Mar-June 2019 - Build phase</p>
<p>I.2 Enhance our role as a "trusted partner" for local businesses</p>	<p>I.2.1 Review the 6 core objectives to support growth priorities set out in the Adur and Worthing Business Partnership Action Plan.</p>	<p>Head of Place and Economy</p>	<p>Adur & Worthing Business Partnership, Chamber of Commerce, Coast to Capital Local Enterprise Partnership, regional & national economic development agencies and employer bodies</p>	<p>July 2018 - Annual review of Adur and Worthing Business Partnership Action Plan</p>

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
<p>1.3 Ensure that we deliver agreed funding programmes secured through Local Growth Fund monies via the LEP, and maintain and develop our capacity to bid for public monies and leverage private sector investment into Adur and Worthing</p>	<p>1.3.1 Secure public investment via successful bids to funds including to the Local Growth Fund to deliver:</p> <ul style="list-style-type: none"> a) Teville Gate House (a new innovation centre and hotel) (WORTHING) b) Union Place (mixed use redevelopment of the site including housing, retail and leisure) (WORTHING) c) Decoy Farm (decontamination and remediation of the land and road improvements) (WORTHING) d) New Monks Farm (a new junction on the A27) (ADUR) e) Offices and mixed use development on the Civic Centre. (ADUR) 	<p>Head of Major Projects and Investment</p> <p>Head of Planning and Development</p>	<p>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</p>	<p>Ongoing - Annual spending programme agreed with Coast to Capital Local Enterprise Partnership and the Accountable Body (West Sussex County Council)</p>
	<p>1.3.2 Work in partnership with the Local Enterprise Partnership (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. (ADUR)</p>	<p>Head of Planning and Development Head of Major Projects and Investment</p>	<p>Local Economic Partnership</p>	<p>Summer 2018 - Planning applications for replacement Yacht Club and flood defence to be submitted. September 2018 - Business Case submitted to Environment Agency for Grant in Aid funding.</p>
	<p>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.).</p>	<p>Head of Place and Economy</p>	<p>All relevant national funders and key local partners</p>	<p>Ongoing - Identification and Monitoring log established in 2017</p>
	<p>1.3.4 Ensure Adur and Worthing are well placed in the shop window to attract inward investment:</p> <ul style="list-style-type: none"> a) Develop inward investment website b) Ensure we are well positioned in devolution bids to attract private sector inward investment capital c) Develop the Worthing Town Centre Prospectus approach (building on successful key national events bringing investors and potential sites together) (WORTHING) 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 Economy</p>	<p>National and international investment markets and key local businesses</p>	<p>February 2019 - Attend SiteMatch to continue to put Adur and Worthing on the developer radar Ongoing - engage in West Sussex County Council and Greater Brighton Economic conversation to ensure Adur and Worthing gains a higher profile and traction</p>
	<p>1.3.5 Make effective use of s106 development contributions and Community Infrastructure Levy (CIL) and other public/private sector investment to deliver high quality public realm and seafront improvements. (WORTHING)</p>	<p>Head of Planning and Development</p>	<p>West Sussex County Council, private sector, key town centre redevelopment schemes (Worthing).</p>	<p>Ongoing -Recent examples include the granting of planning permission for the redevelopment of the former Aquarena. Permission was granted for a new seafront cafe/restaurant, basement public car parking to support the adjacent Splashpoint and Community Infrastructure Levy (CIL) funding to enhance the seafront.</p>
	<p>1.3.6 Deliver projects with our local partners to support the development of our creative industries including the redevelopment of the Colonnade House Digital Hub and redevelopment of Worthing Museum & Art Gallery. (WORTHING)</p>	<p>Head of Place and Economy Head of Culture</p>	<p>Adur and Worthing Arts Trust, Local Businesses, Coast to Capital, Heritage Lottery Fund</p>	<p>Summer 2018 - Develop and submit a Heritage Lottery Fund bid to support the redevelopment of the Museum. If successful begin detailed project planning from September 2018 and begin work on site September 2019 Autumn 2018 - Support YTKO (lead partner) to develop and submit a European Regional Development Fund bid to support the delivery of a Digital Hub</p>

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
<p>1.4 To champion the development of a learning and skills ecosystem that enables economic growth and supports local businesses.</p>	<p>1.4.1 Increase the number of quality apprenticeships available, utilising brokerage models and apprenticeship levy opportunities with local and subregional partners.</p>	<p>Head of Place and Economy Head of Planning and Development Head of Human Resources</p>	<p>Greater Brighton Economic Board, Colleges, Skills Funding Agency, Coastal West Sussex Partnership, Adur and Worthing Business Partnership, Employability Network, Coast to Capital Local Enterprise Partnership.</p>	<p>July 2018 - Apprenticeship Fair to be delivered, in partnership with GB Met and Adur and Worthing Business Partnership Autumn 2018 - Employment & Skills Action Plan in place Ongoing use of s106 agreements -Encourage developers through s106 agreements to offer apprenticeships and use local labour force. Ensure that Council led developments provide apprenticeship opportunities</p>
	<p>1.4.2 Work with employers and partners to exploit skills led growth and productivity gains through the use of digital technologies.</p>	<p>Head of Place and Economy Director for Digital & Resources</p>	<p>Adur and Worthing Business Partnership, Coastal West Sussex/Visitor Economy Network, Adur & Worthing Business Partnership, West Sussex County Council</p>	<p>Autumn 2018 - Employment & Skills Action Plan in place December 2018 - Working group to be established through Adur and Worthing Business Partnership to build on the work of Gigabit and explore the impacts of fibre connectivity on business function</p>
	<p>1.4.3 Work with partners to inspire young people and promote pathways for employment and learning.</p>	<p>Head of Place and Economy</p>	<p>Sussex Learning Network, West Sussex County Council, Coastal West Sussex Partnership, Adur and Worthing Business Partnership, Employability Network</p>	<p>Autumn 2018 - Employment & Skills Action Plan in place</p>
<p>1.5 Investment in and delivery of Major Projects and key infrastructure</p>	<p>1.5.1 (A) CIVIC CENTRE SITE PHASE I (ADUR) Build programme to deliver up to 30,000 sqm of lettable office accommodation on the car park site north of Ham RoaD.</p>	<p>Head of Major Projects and Investment</p>	<p>Pre-let agreement with Focus Group</p>	<p>Spring 2018 - Construction commenced Summer 2018 - Foundations were laid Autumn 2018 - Topping out expected Spring 2019 - Due to be completed and occupied by Focus Group</p>
	<p>1.5.1 (b) CIVIC CENTRE SITE PHASE II (ADUR) deliver a major redevelopment scheme on the main site to provide new homes and incorporate improvements to the public realm.</p>	<p>Head of Planning and Development Head of Major Projects and Investment</p>	<p>Potential development partner or sale to developer</p>	<p>Autumn 2018 - marketing of the site. Sale or development agreement secured 2019 2020/21 - Commence work on site</p>
	<p>1.5.2 DEVELOPMENT OF SHOREHAM HARBOUR (ADUR) Redevelopment of the Western Harbour Arm to deliver sustainable new communities (broad location for 1,100 new dwellings. Including delivery of a District Heat Network and concentration of Port activities in the Eastern Harbour Arm.</p>	<p>Head of Planning and Development</p>	<p>Shoreham Port, Coast to Capital Local Enterprise Partnership West Sussex County Council and Brighton and Hove City Council</p>	<p>Autumn 2018 - Expected start for development at Free Wharf. 2018 Adjacent sites likely to come forward following adoption of Local Plan and Joint Area Action Plan (JAAP) End of 2018 District Heat Network Feasibility work due to be completed</p>
	<p>1.5.3 ADUR TIDAL WALLS (ADUR) Work in partnership to deliver major improvements to tidal defences. Capitalise on potential funding opportunities to secure early delivery of priority defences.</p>	<p>Head of Planning and Development</p>	<p>Coast to Capital Local Enterprise Partnership, West Sussex County Council</p>	<p>2019 - Completed</p>
	<p>1.5.4 TEVILLE GATE (WORTHING) 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.</p>	<p>Head of Planning and Development Head of Major Projects and Investment</p>	<p>Site owner, development partner, Local Enterprise Partnership, West Sussex County Council</p>	<p>Summer 2018 - Demolition of car park and adjacent buildings complete August 2018 - Planning application for 'main site' submitted December 2018 - Secure redevelopment of Teville Gate House</p>

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<p>1.5.5 UNION PLACE (WORTHING) Enable delivery of a viable mixed use scheme (likely to include leisure, retail and housing).</p>	Head of Major Projects and Investment	Land pooling partner, Coast to Capital Local Enterprise Partnership and development partner/developer	Autumn 2018 - Land Pooling Agreement with partner organisation finalised. October 2018 - Joint work to assess viability of a mixed use scheme commenced Mid-2019 - Development partner/developer selected
	<p>1.5.6 GRAFTON CAR PARK SITE (WORTHING) Utilise Council's interests in the site to create a viable development proposition and build joint venture capacity to develop.</p>	Head of Major Projects and Investment	Development partner, West Sussex County Council	Autumn 2018 - Ongoing work on development strategy and resolving issue in advance of marketing December 2018 - clear development strategy with milestones agreed by Joint Strategic Committee
	<p>1.5.7 DECOY FARM (WORTHING) Secure Local Growth Funding to remediate the site to secure private sector investment necessary to deliver new employment opportunities, and first phase of investigative work to determine site conditions.</p>	Head of Major Projects and Investment	Local Enterprise Partnership and potential development partners	Summer 2018 - ongoing work to identify and resolve development strategy, land remediation and transport issues Autumn 2018 - full business case submitted to Coast to Capital Local Enterprise Partnership to draw down funding Spring 2019 - submission of outline planning application for B-class led development scheme
	<p>1.5.8 AQUARENA (WORTHING) Planning application approved for 141 dwellings, commercial floor space, public car parking and new seafront café and public realm.</p>	Head of Planning and Development	Roffey Homes	Planning application expected for HMRC land and industrial land to the east of Martletts Way Summer 2017. Determination dependent on emerging Local Plan.
	<p>1.5.9 WORTHING CIVIC CENTRE SITE (WORTHING) Partner with local health providers to deliver a hub facility consistent with new models of health provision. Investigate options for housing, office or increased parking on the remainder of the site.</p>	Head of Planning and Development Head of Major Projects and Investment	One Public Estate Development partner(s), Health sector partners, West Sussex County Council	Autumn 2018 - NHS Business Case Approvals End 2018 - Planning application submitted Mid-2019 - Construction to commence
	<p>1.5.10 WORTHING TOWN CENTRE PARKING STRATEGY (WORTHING) Agree a new Parking Strategy for Worthing Town Centre that supports the delivery of major investment projects, to unlock value in key sites, and to support the town centre as a leading shopping and visitor destination.</p>	Head of Major Projects and Investment Head of Planning and Development Head of Customer and Digital Services	West Sussex County Council	September 2018 - Parking Strategy agreed
<p>1.6 Establish an up to date planning framework to guide future development and ensure the provision of appropriate supporting infrastructure.</p>	<p>1.6.1 Implementation of Adur Local Plan.</p>	Head of Planning and Development	Infrastructure providers, local landowners/developers and the local community.	14 December 2017 - Adur Local Plan adopted 2018/19 - Implementation of Local Development Scheme, which includes the preparation of supporting planning documents such as Sustainability, Infrastructure Contributions and Employment protection guidance. Ongoing - Deliver key strategic sites in accordance with the Plan including New Monks Farm, West Sompting and Shoreham Harbour.

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
1.7 Enable delivery of a series of Locality Projects which are vital to the wellbeing of our communities and strengthen our financial economy	1.6.2 Prepare new Worthing Local Plan.	Head of Planning and Development	Infrastructure providers, local landowners/developers and the local community.	Autumn 2018 - Consultation on preferred Options The Plan will seek to guide future development on key strategic sites and ensure appropriate supporting infrastructure. Key issues to address is the level of new development the town can accommodate given the lack of land and a significant demand for housing, employment and community facilities. 2019 - Submission and adoption
	1.7.1 SEAFRONT INVESTMENT PLAN (WORTHING) Explore investment options to deliver against the Seafront Investment Plan (including investigating the economic potential of promenade improvements to accommodate seafront attractions).	Head of Place and Economy Head of Major Projects and Investment Head of Environmental Services	Developers and West Sussex County Council	Summer 2018 - expected announcement on funding for public realm development with detailed design for South Street, incorporating connections to the seafront Autumn 2018 - Planning applications for beach shelter redevelopment March/April 2019 - release Denton Shelter as a leisure use to the market Mid-2020 - Completion of Phase I beach shelter redevelopment
	1.7.2 BEACH GREEN, SHOREHAM (ADUR) 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.	Head of Major Projects and Investment Head of Planning and Development	Development Partner, West Sussex County Council	Summer 2018 - Agreements with development partner completed 2020 - Completed
	1.7.3 WORTHING PUBLIC REALM (WORTHING) Work with West Sussex County Council to secure investment to design and deliver a phased approach to improve public realm at identified priority locations in the Worthing town centre.	Head of Place and Economy	West Sussex County Council and Town Centre Initiative	November/December 2019 - South Street / Portland Road as the first phase of the overall Worthing Public Realm Improvements
	1.7.4 PUBLIC TOILET IMPROVEMENT PROGRAMME Develop an enhanced investment programme for our public toilets, providing better quality facilities for our residents and visitors.	Head of Environmental Services Head of Business and Technical Services	Development Partner, West Sussex County Council	December 2018 - Improvement programme plan
1.8 Creating places that businesses wish to invest in and sustain	1.8.1 Develop a place brand for Worthing and engage key partners to maximise uptake and use, and promote Worthing to relevant markets. (WORTHING)	Head of Communications	Wide variety of public service partners and use of local Small to Medium Enterprises (SMEs) to develop	October 2018 - roadmap to brand essence and next steps of brand development
	1.8.2 Develop a Town Centre and Seafront plan (WORTHING). As part of Coastal Community Team status, to enable delivery of a coordinated approach to regeneration, visitor economy and place marketing.	Head of Place and Economy Head of Environmental Services	West Sussex County Council, Development partners, Local business, Transport providers	October 2018 - roadmap to brand essence and next steps of brand development
	1.8.3 (a) 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 Economy 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 - Purple Flag Accreditation Ongoing - Supported through the Purple Flag Accreditation process, through partnership working, explore place making and new events to extend the day

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	1.8.4 Add new events to a year round calendar of events that attract interest and visitors to our places.	Head of Place and Economy	Town Centre initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council	Ongoing July 2018 - Worthing Pride. Autumn 2018 - New events being investigated for delivery
	1.8.5 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) Investigate potential for business tourism.	Head of Place and Economy	Range of private sector partners, Coastal West Sussex Business Partnership, West Sussex County Council, Arun District Council, Chichester District Council and Tourism South East	June 2018 - Visitor Guide refreshed and distributed July 2018 - Walk it Worthing, Crumbs City Trail and Greeters (new Tourism projects) on the ground. June 2019 - Implementing work identified in the Visitor Economy Action Plan
	1.8.6 Support creative/maker sector by building on creative work space at Colonnade House and seeking opportunities to grow the sector. Develop a complementary Digital Hub in 5-7 High Street to provide space for digital/creative businesses. Ensure that this project complements the Gigabit programme and the delivery of a series of Digital Hubs across Coast to Capital.	Head of Place and Economy	West Sussex County Council, Arts Council England, YTKO, Adur and Worthing Arts Trust	Autumn 2018 - Support YTKO (lead partner) to develop and submit a European Regional Development Fund bid to support the delivery of a Digital Hub
1.9 Promote an adoptive and creative approach to delivering spaces needed to meet the demands of startups and growing businesses in Adur and Worthing	1.9.1 Complete an assessment of our own buildings to establish opportunities for workspace that supports open innovation and collaborative workstyles.	Head of Place and Economy Head of Major Projects and Investment		Review complete by December 2018
1.10 Support for creative partnerships and proposals that enhance the cultural offer of our places	1.10.1 Let the Light In - Redevelop Worthing Museum and Art Gallery to create a contemporary offer of national significance for the enjoyment of our local community and to support historians, filmmakers, fashion houses and students from across the country.	Head of Culture	Arts Council England, Heritage Lottery Fund Trusts and foundations sponsorship	June 2018 - Heritage Lottery bid submitted. September 2018 - Stage One planning / development year begins Autumn 2018 - Planning application submitted June 2019 - Stage Two funding bid submitted September 2019 - Delivery begins Late Autumn 2020 - Complete project
	1.10.2 Prepare a deliverable and costed 'masterplan' for the Pavilion Theatre to include both a balcony and multifunction seating to allow the space to be used creatively and improve the customer experience.	Head of Culture		By November 2018
	1.10.3 Prepare a deliverable and costed 'masterplan' for the Pavilion Theatre to include both a balcony and multifunction seating to allow the space to be used creatively and improve the customer experience.	Head of Culture	Arts Council England	By December 2018
	1.10.4 Prepare a deliverable and costed 'masterplan' for the Pavilion Theatre to include both a balcony and multifunction seating to allow the space to be used creatively and improve the customer experience.	Head of Culture	Heritage Lottery Funding and Arts Council England	By December 2019
1.11 Present options for the future direction of Worthing Theatres and Museum to identify a way forward that will ensure that culture continues to develop and thrive in Worthing	1.11.1 Consider the options to enable culture to continue to build on its success, further developing the benefits to our local communities and playing a key role in place making.	Head of Culture	Arts Council	July 2018 - First report to Joint Strategic Committee December 2018 - Second report to Joint Strategic Committee



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.

COMMITMENT		ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES	
2.1	Preventing homelessness and delivering the <i>Homelessness Reduction Act</i>	2.1.1	Create two accessible and integrated multi-agency homelessness prevention approaches (pathways) for families and individuals, including care leavers and looked after children using the SameRoom service design approach.	Head of Housing	West Sussex County Council, West Sussex Coastal Commissioning Group, Community Works, Worthing Churches Homeless Project	September 2018 - Phase 2 Design work completed and move onto deliverables
		2.1.2	Supporting the county wide project to support households to remain safely in their homes through better and faster provision of grants and home improvements.	Head of Housing	West Sussex County Council, West Sussex District and Borough Councils	September 2018 - Review of project
2.2	Enabling and increasing the number of affordable and suitable homes in our communities	2.2.1	Deliver the Adur District Council Housing Revenue Account (HRA) development programme.	Head of Housing		December 2018 - New Development Manager appointed December 2018 - Albion Street development commenced.
		2.2.2	Engage with developers and registered social landlords to ensure the maximisation of affordable homes in our places.	Head of Housing Head of Planning and Development		Ongoing
		2.2.3	Review and update our strategic and operational approaches to the sourcing of temporary and emergency accommodation to reflect the changing need demand and supply of homes.	Head of Housing		September 2018 - Update strategy
2.3	Supporting and sustaining Adur District Council Housing Service (Housing Revenue Account) as a successful and efficient business	2.3.1	Ongoing development of the rolling 30 year business plan. Reviewing costs and overheads, recharges and other budgets.	Head of Housing Chief Financial Officer		December 2018 - Annual rent and service charge reviews
		2.3.2	Ongoing assessment and review of property and capital investment.	Head of Housing		March 2019 - 10-20% stock assessed annually reviewed
		2.3.3	Improving income collection and operational delivery.	Head of Housing		Ongoing
2.4	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	2.4.1	Agree core principles of engagement and community involvement in design and delivery of the Councils work.	Director for Communities Director for Customer Services Head of Wellbeing	West Sussex Children's Safeguarding Board, West Sussex Adults Safeguarding Board	Self assessments for the West Sussex Boards undertaken annually
		2.4.2	Encourage and support people and organisations in our places to develop opportunities for social innovation and social financing.	Director for Communities	Community Works	September 2018 - Social Innovation Network to begin pilot. September 2018 Social financing training with Community Works
		2.4.3	Ensure strong delivery and capture of key learning from SameRoom co-production and co-design projects, and ensure we are providing the right forums to facilitate social innovation and working with partners.	Director for Communities Director for Digital & Resources	A variety of community, voluntary and commercial partners involved	July 2018 SameRoom review completed September 2018 - The Conservation Volunteers Year One review December 2018 - Going Local Two year evaluation
		2.4.4	Working with the community of Shoreham and bereaved families to create a permanent memorial to commemorate Shoreham Airshow tragedy of August 2015.	Director for the Economy	Wide variety of stakeholders	September 2018

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
2.5 Provide a platform to develop resilient communities, targeting resources across our place on the most vulnerable and those struggling families requiring limited assistance to stay afloat	2.5.1 To encourage and empower the most vulnerable in our community to create community-based networks, reduce isolation and achieve their best outcomes.	Head of Wellbeing	Community Works, Department for Work and Pensions, West Sussex County Council	September 2018 - Loneliness and social isolation discovery project started
	2.5.2 Develop relationships and pathways that enable our communities to benefit from the regeneration of our places and promote both financial and volunteering contributions from key economic stakeholders.	Head of Wellbeing Head of Major Projects and Investment Head of Planning and Development Head of Place and Economy	Community Works, Department of Work & Pensions, West Sussex County Council, Adur and Worthing Business Partnership, other infrastructure providers	September 2018 - Clear agreement on how development specific proposals will be surfaced, supporting place shaping initiatives June 2019 - Adur District Councils to start a review of its Supplementary Planning Document for s106 Development Contributions in 2018/19 and this will review contributions for health and wellbeing June 2019 -Worthing Borough Council will be preparing an Infrastructure Business Plan setting out the priorities for spending the Community Infrastructure Levy (CIL) Ongoing - identify opportunities to deliver education and apprenticeship opportunities through the Councils Major Projects programme Ongoing - through Adur and Worthing Business Partnership help facilitate relationships and opportunities as they arise
	2.5.3 Ongoing development of volunteering opportunities for staff and our communities that enable skills and needs to be matched.	Head of Wellbeing Head of Human Resources Head of Place and Economy	Community Works Adur and Worthing Business Partnership	December 2018 - First set of proposals for Staff, Community and Voluntary Sector and Business
	2.5.4 Increase awareness by promoting support for those who are struggling to cope, in particular those affected by the Welfare Reform and financial inclusion.	Head of Revenues and Benefits Director for Digital & Resources	Housing Services, Worthing Homes, West Sussex County Council	September 2018 - Review post Universal Credit roll out
	2.5.5 Develop assessment/triage tools and data analysis capability in Revenues & Benefits to assist with advice and guidance to clients. Provide data for the early identification of problems shared with housing and other related services to enhance holistic support.	Head of Revenues and Benefits Director for Digital & Resources	Housing Services, Worthing Homes, West Sussex County Council	July 2018 - Develop options for external specialist support and software
	2.5.6 Continue to support the Integrated Prevention and Earliest Help (IPEH) Service identify gaps and increase capacity for children and families that need support	Head of Wellbeing	West Sussex County Council	March 2019 - Annual review
	2.5.7 Identify funding opportunities to support the sustainability of services to promote community resilience, health and wellbeing.	Head of Wellbeing Head of Place & Economy	Coastal Commissioning Group, West Sussex County Council	Ongoing
2.6 Promoting the good physical and mental health of our communities	2.6.1 Continue to address the wider determinants of health in our localities through programmes like, <ul style="list-style-type: none"> • Preventing Homelessness project • Going Local, • GoodGym • Wellbeing Hubs • Promoting local involvement and co-production of solutions between communities and partners. 	Head of Wellbeing	West Sussex County Council, Coastal Commissioning Group, Public Health, Guildcare, Police	September 2018 - Communities and Wellbeing Refresh of Intelligence Framework March 2019 - Annual Review of Public Health Strategy March 2019 - Review of the Wellbeing Hubs

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	2.6.2 Promote better mental health in our communities through delivering the Mental Health Challenge Action Plan and sign up to the Time to Change employers' pledge.	Director for Communities	Adur and Worthing Health and Wellbeing Partnership	March 2019
	2.6.3 Promote the mental wellbeing of our Young People through the delivery of the 'OneGoodFriend' project and communication campaign - supporting our young people talking to someone about issues as they arise and address mental health issues early.	Head of Wellbeing Head of Communications Director for Communities	NHS, West Sussex County Council, Worthing High School, Change Grow Live (CGL)	July 2018 - Synthesis Workshop Autumn 2018 - Campaign to promote 'OneGoodFriend' Autumn 2018 - outcomes from Synthesis workshop implemented
	2.6.4 Work with Coastal Care to ensure the development of all NHS and Social Care partners to integrate services that address health and social care needs through Local Community Networks in Adur and Worthing.	Head of Wellbeing Director for Communities	NHS, West Sussex County Council	Ongoing
	2.6.5 Promote and support our Local Community Networks with particular focus on the prevention principles of Start Well, Live Well, Age Well.	Head of Wellbeing	West Sussex County Council, Coastal Commissioning Group, Coastal Care, Community Works, Guild Care, MIND and other voluntary sector organisations	Autumn 2018 - Implementation of outputs from OneGoodFriend discovery phase (see 2.6.3) March 2019 - Annual review of Public Health Strategy
	2.6.6 Develop our Public Health and Sports and Activities strategies 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 Environmental Services	South Downs Leisure, Impulse Leisure Sports bodies and associations	April 2019
	2.6.7 Investigate opportunities to work in partnership with wellbeing to develop arts projects focused on health and wellbeing. Phase one focused on dementia, phase two on teenage mums and phase three on bonding opportunities for dad's and their children.	Head of Culture Head of Wellbeing	Guild Care, Integrated Prevention and Earliest Help (IPEH) West Sussex County Council,	April 2019
2.7 Promotion of our communities as safe places	2.7.1 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.	Director for Communities Head of Wellbeing	West Sussex Children's Safeguarding Board, West Sussex Adults Safeguarding Board	September 2018 - Self assessments for the West Sussex Boards undertaken every two years
	2.7.2 Develop and deliver projects to support and enforce the prevention and reduction in antisocial behaviour and address, with partners, emerging crime types such as county lines, cuckooing and cyber crime.	Head of Wellbeing Head of Environmental Services	Adur and Worthing Safer Communities' Partnership	Ongoing
	2.7.3 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 Economy Head of Wellbeing	West Sussex Public Health, Adur and Worthing Health and Wellbeing Partnership, Coastal Commissioning Group	Autumn 2018 - Purple Flag Accreditation
2.8 Playing our part in the reshaping of place based health services. Ensuring that our knowledge and understanding of communities is reflected in NHS/West Sussex County Council joint work on improving NHS Services (and public health preventative work)	2.8.1 Work with Coastal Care to ensure the development of all NHS and Social Care partners in integrated services.	Chief Executive Director for Communities	Coastal Commissioning Group, West Sussex County Council,	Ongoing
	2.8.2 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	Ongoing



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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COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
3.1 Reduce emissions and shift to clean energy across the councils' estate	3.1.1 Develop detailed understanding of the Councils' energy, water use and associated carbon emissions, and working with the West Sussex County energy team, produce an invest to save energy strategy.	Strategic Sustainability Manager Head of Business and Technical Services	Team Energy, West Sussex County Council	June 2019 - Establish our carbon baseline and develop a Carbon Reduction Plan
	3.1.2 Retrofit built infrastructure to improve environmental efficiency across corporate buildings and social housing stock.	Head of Business and Technical Services Head of Housing Strategic Sustainability Manager	BEIS (Salix funding) National Grid & Affordable Warmth Solutions (Warm Homes Funding)	Programme of works over next 3 years
	3.1.3 Deliver further clean, renewable energy on council buildings and sites. Develop a programme of solar photovoltaic installations.	Director for Digital & Resources Strategic Sustainability Manager	West Sussex County Council	December 2019 - Solar panels installed at the Shoreham Centre
3.2 Work to deliver sustainable travel initiatives and infrastructure, tackling air quality	3.2.1 Develop an Adur & Worthing Councils Staff Travel Plan, promoting active travel, cycling, walking, public transport use and car sharing. Support staff to adopt these forms of transport for commuting and business travel, and share our learning with other local organisations.	Director for Digital & Resources	West Sussex County Council, Sustrans, Public Transport providers	April 2019
	3.2.2 Help deliver the West Sussex Air Quality Action Plan agreed in June 2018 by promoting active travel, cleaner fuels, cleaner fleets (in house and in taxis) and the use of electric/hybrid vehicles as set out below.	Head of Wellbeing	West Sussex County Council, Districts & Boroughs, Sussex Air Partnerships	From July 2018
	3.2.3 Improve cycling and walking infrastructure across Adur and Worthing and connectivity with neighbouring areas.	Director for Communities Head of Place and Economy Head of Planning and Development Strategic Sustainability Manager	Walking and Cycling Action Group, West Sussex County Council, Sustrans, local cycling and walking groups	June 2019 - Develop a Local Cycling and Walking Infrastructure Plan
	3.2.4 Transition to cleaner fuels for council fleet and vehicle rentals through e.g. hybrid and electric vehicles.	Head of Environmental Services Strategic Sustainability Manager	Car Rental Provider (Enterprise)	December 2019 - Develop a migration plan
	3.2.5 Promote and deliver electric vehicle charging points across Adur & Worthing, working with partners and businesses to leverage government and other funding.	Strategic Sustainability Manager Director for Communities Head of Customer and Digital Services		December 2018 - Next phase charging sites plan December 2019 - Plan delivered
3.3 Reduce waste and support the circular economy, partnering with communities and businesses	3.3.1 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.	Head of Environmental Services	Strategic Waste Officers Group for West Sussex, Registered Social Landlords and community groups	November 2018
	3.3.2 Using learning from our Findon Valley and Sompting Big Local projects to engage with our communities to promote and support to improve recycling rates in line with Government Targets.	Head of Environmental Services	Strategic Waste Officers Group for West Sussex	December 2018

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	3.3.3 Reduce use of single use plastics, by launching the 'Refill' scheme, including publishing a map of public drinking water sites, and introducing related initiatives to radically reduce council use of single use plastics.	Strategic Sustainability Manager Head of Business and Technical Services	Worthing Climate Action Network, Transition Town Worthing, Marine Conservation Society, West Sussex County Council, Southern Water.	December 2018 - Deliver council contribution to national Refill campaign December 2018 - Develop wider plan on single use plastics reduction.
3.4 Support delivery of smart infrastructure and clean growth in Adur and Worthing	3.4.1 Ensure delivery of environmental sustainability through planning processes, developing innovative approaches to delivering more sustainable development while balancing the imperative to build.	Head of Planning and Development Strategic Sustainability Manager	Developers, Planning Sector	Autumn 2018 (WORTHING) - Worthing Local Plan consultation. Ongoing (ADUR) - implementation of policies adopted with The Adur Local Plan
	3.4.2 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 Planning and Development		Autumn 2018 (WORTHING) - Worthing Local Plan consultation. Ongoing (ADUR) - implementation of policies adopted with The Adur Local Plan
	3.4.3 Explore and promote opportunities for the use of smart technologies in sustainability such as smart metering, smart energy solutions, environmental sensor technology and smart transport solutions.	Director for Digital & Resources	West Sussex County Council, Business partners	December 2018 - Identify a first experimental project
3.5 Develop the role of communities in stewarding our natural resources	3.5.1 Promote Adur and Worthing as a sustainable place. Work with local communities, businesses and experts to identify opportunities to improve the environmental stewardship and sustainability of Adur and Worthing.	Strategic Sustainability Manager	Local community, business, public and academic sector partners.	December 2019 - Adur & Worthing Sustainability Conference December 2019 - Sustainability Prospectus for Adur and Worthing
	3.5.2 Develop new collaborative and integrated models of management of our parks, public spaces and biodiversity, and engagement of our community.	Head of Environmental Services Head of Wellbeing	The Conservation Volunteers	September 2018 - Completion of review and evaluation
	3.5.3 Improve Worthing's Bathing Water Quality through the implementation of an enhancement programme.	Head of Wellbeing	Head of Environment Services, Southern Water Environment Agency	January 2019 - Completion of Major Works May-September 2019 - measures in place for the 2020 Bathing Season
3.6 Use our natural environment to promote health and wellbeing in our communities, economy and places	3.6.1 Support the Growing Communities Project, to empower our communities to gain health and wellbeing outcomes from our natural environment.	Head of Wellbeing	Community Works, The Conservation Volunteers, Green Spaces Partnership	June 2020
	3.6.2 Supporting the development of our public realm, green spaces and natural environment, including accessing the South Downs National Park to promote and enhance our visitor economy and wellbeing within the Community.	Head of Place and Economy Head of Wellbeing Head of Environmental Services Head of Housing Head of Planning and Development	South Downs National Park Authority, West Sussex County Council	Ongoing
3.7 Improve our sustainability performance across the Councils' services and staff	3.7.1 Strengthen our internal sustainability performance, supporting and extending good practice through council spend and across the directorates.	Strategic Sustainability Manager Chief Financial Officer	Contractors	August 2018 - Establish regular reviews
	3.7.2 Mainstream sustainability across council policy, services and behaviour through personal development, learning and volunteering opportunities.	Strategic Sustainability Manager Head of Human Resources Head of Planning and Development	Business partners, Sussex Wildlife Trust, il	August 2018 - Establish a programme of continuous personal development sessions for staff



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.

COMMITMENT		ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES	
4.1	Drive significant service redesign of council services using SameRoom service design methods and digital platform technologies, including the provision of new multi-agency services.	4.1.1	Continue to develop our SameRoom service design offer to help address local system challenges including young people and mental health, homelessness and loneliness & isolation, and providing digital prototypes & products where required.	Director for Digital & Resources	West Sussex County Council, Coastal West Sussex Coastal Commissioning Group	September 2018 - Preventing Homelessness Design September 2018 - Loneliness project kick off October 2018 - Branding and public blog
		4.1.2	Develop mobile first, end-to end digital services that people prefer to use, redesigning whole service models using SameRoom methods, putting citizen needs at the centre, increasing customer satisfaction, driving out inefficiency and reducing call demand.	Director for Digital & Resources	Ministry for Housing, Communities and Local Government	September 2018 - Housing repairs November 2018 - Waste phase 2 self service March 2019 - Revenues & benefits self service
		4.1.3	Improve our data analysis, customer research and feedback methods to build clear insight into citizen experience and service performance.	Head of Customer and Digital Services	West Sussex County Council Data Insight Team, Ministry for Housing, Communities and Local Government, Open Data Institute	December 2018 - Improvements in service data March 2019 - Real-time service performance
		4.1.4	Run experiments with new technologies such as interactive voice control, robotics and sensor technologies to create new digital options when redesigning services.	Head of Customer and Digital Services Director for Digital & Resources	Amazon, Google, Cityfibre, Brighton & Hove City Council	September 2018 - Live test of voice-controlled ordering in clinical waste September 2018 - Demonstration from Brighton & Hove City Council on sensor technology in social housing
4.2	Exceed annual £600,000 income growth targets in support of the councils' medium term financial plan, through better market research and a step change in marketing strategies, and creation of new business initiatives	4.2.1	Develop an improvement model for income growth that can be tested and rolled-out, through an exemplar project in waste & recycling, testing methods for business model development, planning, branding and marketing.	Director for Digital & Resources Head of Environmental Services		July 2018 - Waste exemplar (garden and trade waste) start September 2018 - Develop invest to save proposition for digital marketing post
		4.2.2	Identify new opportunities for income growth through new business model canvas workshops as part of a revised service planning process, creating invest to save business cases for assessment.	Director for Digital & Resources Chief Financial Officer		June/July 2018 - Workshops
		4.2.3	Deliver savings from procurement (£750,000 target over 2017-2020) through spend analysis and category management, ensuring opportunities for social and environmental value creation are given proper consideration to deliver against our overall platforms strategy.	Director for Digital & Resources		2017/18 - £200,000 in savings achieved By March 2020 - £750,000 in savings achieved

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
4.3 Use the Councils' land and buildings to support our financial and social economies, and support the Councils' financial sustainability.	4.3.1 Undertake a thorough examination of our property holdings in Adur and Worthing and other partners – prioritise opportunities for new homes, businesses and revenues.	Head of Major Projects and Investment		Autumn 2019 - Publish comprehensive Asset Management Plan
	4.3.2 Use the Councils' Strategic Property Investment Fund to deliver new revenue streams and support investment projects.	Head of Major Projects and Investment		Spring 2018 and onwards - Annual progress report September 2018 - Estates digital application December 2018 - Compliance digital application
4.4 Developing and improving our core capabilities, processes and skills to ensure delivery of our ambitions across our Platforms strategy	4.4.1 Launch a leadership & management apprenticeship offer accessible to partner agencies, within a new organisation-wide learning offer using action learning and peer to peer methods, supplemented by high quality external training and facilitation.	Director for Digital & Resources Head of Human Resources	Coastal West Sussex Coastal Commissioning Group and St Barnabas House Hospice	September 2018 - First leadership & management cohort
	4.4.2 Develop our cross-functional teams by creating enabling project management and governance approaches for major projects, property investment, commercial development and service redesign, providing enabling internal support resources and using external specialists when they are needed.	Director for Digital and Resources Chief Financial Officer Head of Legal Services Head of Major Projects and Investment	All Directors, Heads of Service	September 2018 - Project management and governance framework and guidance
	4.4.3 Provide high quality digital productivity tools including a smartphone refresh and Google Team Drive (with large scale file migration).	Head of Customer and Digital Services		June 2018 - Smartphone refresh completed October 2018 - New telephony managed service provider Oct 2018 March 2019 - Full deployment of Google Team Drive
	4.4.4 Deliver a centralised, comprehensive contracts register, and provide training to contract managers across the organisation, with appropriate checks and challenges and including training on driving social and environmental value from contracts.	Chief Financial Officer Director for Digital & Resources	All Directors, Heads of Service	September 2018 and regular training thereafter
	4.4.5 Reviewing our debt management arrangements, to ensure effective and efficient operations, and that recovery is appropriate to circumstances, sensitively handled and joined up.	Director for Digital & Resources Head of Revenues & Benefits Chief Financial Officer	Department of Work and Pensions, Citizens Advice Bureau/Financial Inclusion Group, Customer and Commercial Board	December 2018

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<p>4.4.6 Ensure GDPR compliance by delivering improvements against a comprehensive action plan and using dedicated resources. Harness the opportunity provided by the new General Data Protection Regulations (GDPR), putting privacy and trust at the centre of our relationship with citizens.</p>	<p>Head of Customer and Digital Services</p>		<p>July 2018 - Update report to Joint Governance Committee</p> <p>August/September 2018 - GDPR training to members</p> <p>August/September 2018 - Comprehensive action plan is being delivered</p> <p>September 2018 - GDPR training to all staff by</p>
<p>4.5 Develop a communications service that champions the places, people, councils and projects of Adur and Worthing creatively, professionally and cost effectively</p>	<p>4.5.1 Continue to develop an effective agency model, providing a sustainable and high quality strategic communication service to internal and external clients.</p>	<p>Continue to develop an effective agency model, providing a sustainable and high quality strategic communication service to internal and external clients.</p>	<p>Heads of Service, community and public sector partners</p>	<p>December 2018 - next phase of agency development</p>
	<p>4.5.2 Promote and protect the Councils' brand and reputation in all forms and in all media, and ensuring that the Councils are a reliable and trusted source of information to our Communities.</p>	<p>Head of Communications</p>	<p>Heads of Service, local, regional and sector press and media</p>	<p>Ongoing</p>
	<p>4.5.3 Continue to develop social media as an appropriate, effective communications channel.</p>	<p>Head of Communications Heads of Service</p>	<p>Community and public sector partners</p>	<p>Ongoing</p>



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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COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
5.1 Promote Adur and Worthing for maximum benefits of our financial and social economies and support the creation and effective use of the other Platforms	5.1.1 Develop a place brand for Worthing and engage key partners to maximise uptake and use. Identify how the place brand complements other existing brands and partners. (WORTHING)	Head of Communications	LSP and key partnerships	By June 2017
	5.1.2 Oversee and manage the reputation of our places and seek to align messages with key partners.	Head of Communications	Variety of partners dependent upon the issue	Ongoing
	5.1.3 Promote Adur and Worthing Councils and key partner activity and initiatives where it supports the development of the five Platforms or the delivery of commitments, including encouraging behavioural change to achieve outcomes desired.	Head of Communications All Heads of Service	Variety of partners dependent upon the issue	Ongoing
	5.1.4 Develop networks, skills and influencing potential across our local community and voluntary sector ensuring we hear the voice of the community.	Director for Communities	West Sussex County Council, Community Works, Community and Voluntary Sector organisations	Ongoing Autumn 2018 - Community Innovation Network piloted
5.2 Leadership of emergency planning and civil contingencies	5.2.1 Ensure Adur and Worthing Councils own civil contingency and emergency planning activity is well planned and resourced. Technology and training support provided to all relevant staff.	Director of Digital & Resources Head of Business and Technical Services	Wide variety of Category I and Category II responders	June 2018 - IT Disaster Recovery Test (power failure in the Town Hall) October 2018 - Training to managers (senior leadership training completed) March 2019 - Scenario training (done annually)
	5.2.2 Ensure strong relationships with pan-Sussex Civil Contingencies groups, best fit of our activity with theirs, shared understanding of planning and operational imperatives etc.	Director of Digital & Resources Head of Business and Technical Services	Wide variety of Category I and Category II responders	Ongoing - Maintain regular coordination and planning meetings and Pan Sussex training events Ongoing - Include testing of mutual aid arrangements in scenario training
	5.2.3 Participate in the design, development and rolling out of scenario planning and other training exercises, both in Adur and Worthing and at a pan-Sussex level to ensure good understanding of cross agency roles and responsibilities in civil contingency activity.	Director of Digital & Resources Head of Business and Technical Services	Wide variety of Category I and Category II responders	Ongoing - Maintain regular coordination and planning meetings and Pan Sussex training events Ongoing - Include testing of mutual aid arrangements in scenario training
5.3 Develop and sustain strong personal and organisational relationships to support Platforms for our Places and the effective delivery of commitments and future activity. Ensure the necessary relationships of influence are in place	5.3.1 Ensure positive working relationships at a local and regional level including: <ul style="list-style-type: none"> • Greater Brighton Economic Board • West Sussex County Council and Districts and Boroughs • Community Works, and the wider Community and Voluntary Sector • Housing Partners • Criminal Justice and Community Safety Partners • Coast to Capital Local Enterprise Partnership • Various NHS bodies 	Chief Executive Directors Elected Members Chief Executive's Policy Advisor	Chief Executive Directors Elected Members Chief Executive's Policy Advisor	Ongoing - Senior staff and Members had a number of key relationships in formal and informal settings. From January 2019 - Annual Review of reach and quality of relationships with actions arising starting.
	5.3.2 Ensure strong working relationships with a wide variety of national partners including (but not limited to): <ul style="list-style-type: none"> • Central Government • Local Government Association and New Local Government Network • Potential funders and investment partners • Social innovators who could bring value to our places 	Chief Executive Directors Elected Members Chief Executive's Policy Advisor	A significant number of partners	July 2018 - Review and refresh July 2018 - Join the New Local Government Network and participate in events and masterclasses helping gain learning from elsewhere September 2018 - Director of Digital & Resources to join the Ministry of Housing, Communities & Local Government (MHCLG) digital steering group

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
5.4 Transition current Local Strategic Partnership approach from quarterly formal meetings of organisations to a genuine network of community leaders focussed around two conferences a year	5.4.1 Develop a clearer role for the Local Partnership network that supports, creates and maintains these networks and their activity.	Director for Communities All Directors	All existing Local Strategic Partnership (LSP) "conference" partners and beyond	August 2018 - Establish Chairs Services for Local Strategic Partnerships (LSPs) sub group leads Stronger information flows across the network November 2018 - Delivering two conferences per calendar year. December 2019 - Sustainability Conference
	5.4.2 Continue to support the Business, Health and Wellbeing and Safer Communities' partnerships, and build the capability of the networks to develop and deliver what's needed in their themed areas.	Director for Communities All Directors	All existing Local Strategic Partnership (LSP) "conference" partners and beyond	Summer 2018 - Social Innovation network to be piloted
	5.4.3 Support the Community, Voluntary and Social Enterprise Sector to become leaders of and participants in a stronger social innovation agenda.	Director for Communities All Directors	All existing Local Strategic Partnership (LSP) "conference" partners and beyond	Autumn 2018 - Community Innovation network piloted Waves Ahead Conference planning to be inclusive of wider networks
5.5 Adur and Worthing Councils play a strong leadership role in the development of health, public health, social care and wellbeing of our communities	5.5.1 Elected Members remain involved with the development of the Health & Social Care agenda as it develops in Adur and Worthing.	Director for Communities Chief Executive Leaders Cabinet Members Joint Overview and Scrutiny Committee Members	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	Ongoing
	5.5.2 Adur and Worthing Councils continue to encourage shared leadership across sectors on common agendas through secondments, conferencing, involvement in working parties and design thinking.	Director for Communities Director for Digital & Resources	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	June 2018 - Director for Digital & Resources speaking at Connected Britain July 2018 - "Enhancing Housing Services 2018" September 2018 - Review of shared and systems leadership approaches October 2018 - Local Gov Strategy Forum
	5.5.3 Ensure Adur & Worthing Councils play a role in shaping the future of NHS provision, either via an Accountable Care Partnership, the Sustainability and Transformation Plans and through locality based Community Health Solutions.	Chief Executive Director for Communities	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	
	5.5.4 Develop and sign off the 'Wellspring' pilot bringing NHS, West Sussex County Council and Adur & Worthing Councils together to focus significant public health issues.	Director for Communities	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	September 2018 - Initial project commencing
	5.5.5 Continue to participate at the West Sussex Health & Wellbeing Board and ensure the views of our Councils are heard in the Strategic Commissioning Agenda.	Chief Executive	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	Ongoing
	5.5.6 Ensure that our Health & Wellbeing partnership has a strong strategic approach and is well linked into the Wellbeing & Resilience activity across West Sussex.	Director for Communities Head of Wellbeing	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	September 2018 - Health & Wellbeing Partnership Workshop to further develop Activities Strategy
	5.5.7 Unblock health care issues and support innovation where we can using our land or resources. (e.g. Worthing Town Hall car park Multi-Disciplinary Health Hub and Shoreham Pond Road).	Director for the Economy Director for Communities	Wide variety of NHS/West Sussex County Council/Community and Voluntary Sector partners	Ongoing

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
5.6 Promote sharing of best data, best practice and best innovation and learning across our place leaders	5.6.1 Continue to grow our Systems Leadership capacity (working with the Local Government Association (LGA) and a variety of local partners using the evaluation of the success of our first two tranches of work. Identify and share learning as well as how Systems Leadership approaches can be disseminated across new networks (e.g. the Local Community Networks within the NHS).	Director for Communities	NHS and wide range of Local Strategic Partnership and Community and Voluntary Sector partners	October 2018 - Review of Systems Leadership activity
	5.6.2 Work with West Sussex County Council to agree “top 10” collaboration issues, drawn from the West Sussex Plan and our Platforms for our Places commitments. These to be worked up into a “Place Agreement” and be the subject of focussed collaborative work over the longer term.	Chief Executive All Directors	West Sussex County Council	By September 2018
	5.6.3 Continue to champion the design and delivery of a range of impactful social innovation projects and ideas. Such as: <ul style="list-style-type: none"> • Social Prescribing, (“Going Local”); • Supporting our Young People to Thrive; • ‘Growing Communities’ in partnership with The Community Volunteering Charity (TCV) promoting holistic prevention and community engagement and Ensure that learning gained from these projects are shared across key public service, voluntary and other partners.	Director for Communities	Wide range (especially CVSE) including Local Strategic Partnership	July 2018 Going Local digital application rolling out to two further sites in Chichester and Arun Autumn 2018 - Formal review of named social innovation projects
	5.6.4 Continue to grow our SameRoom service design offer to provide specialist facilitation, user research and digital design support to system level change projects.	Director for Digital & Resources	NHS and wide range of Local Strategic Partnership and Community and Voluntary Sector partners	October 2018 - SameRoom brand and blog
	5.6.5 WCreate a new form of modern public service apprenticeship (managerial level) working to incorporate a range of our new capabilities to create a new locally based offer for levy paying public service employers and beyond (see 4.4.1 also).	Director for Digital & Resources	Chichester College Coastal West Sussex Coastal Commissioning Group St Barnabas House Potentially all significant public service employers (and beyond)	July 2018 - First cohort commencing
	5.6.6 Continue to develop the use of our digital platform to join up front line service delivery, particularly to further develop the Going Local and Service Directory apps, within Adur & Worthing and beyond.	Director for Digital & Resources	West Sussex County Council, NHS	July 2018- Going Local digital application rolling out to two further sites in Chichester and Arun.
	5.6.7 Sign the Ministry for Housing, Communities and Local Government Local Digital Declaration and for the Director of Digital & Resources to join the national steering group.	Director for Digital & Resources	Ministry for Housing, Communities and Local Government	July 2018 - Declaration signed September 2018 - Steering Group launched
	5.5.8 Develop open data and “API” (machine readable data publishing - Application Programming Interface) strategies with Ministry for Housing, Communities and Local Government and Open Data Institute. Launch the West Sussex County Council community insight tool.	Director for Digital & Resources	West Sussex County Council, Ministry for Housing, Communities and Local Government, Open Data Institute	September 2018 - Launch Community Insight tool March 2019 - Develop open data standards approach and “API” strategy with Ministry for Housing, Communities and Local Government and Open Data Institute March 2019 - First real-time data publishing
5.7 Adur and Worthing Councils play a strong leadership role in the development of health, public health, social care and wellbeing of our communities	5.5.1 Ensure all elected Members in Adur and Worthing have the opportunity to access development activity, critical information and are well inducted into their roles to make informed decisions and carry out their role as leader in their Places.	Director for Communities	N/A	June 2018

5.7.2	Design and deliver programmes specifically geared to developing the capacity of the Community, Voluntary and Social Enterprise sector to develop skills, confidence and networks on social innovation, responding to commissioning opportunities and moving to scale with social finance.	Director for Communities	Community Works and all Community Voluntary and Social Enterprise partners	Summer 2018 - Social Innovation network pilot
5.6.3	Where the inevitable contested issues arise (or lead to active conflict) the Leaders of Place will facilitate resolution/determination of issues and attempt to maintain the quality and integrity of the underlying community relationships (and the platforms themselves).	All Leaders of Place (primarily via institutional and democratic leadership)	Potentially any partner depending 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
”

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.



RESOURCING
ISN'T JUST
ABOUT MONEY



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
FOR OUR PLACES



ADUR & WORTHING
COUNCILS

PLATFORMS FOR OUR PLACES

Unlocking the power of people,
communities and local geographies



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