

OUR PLAN

RESILIENT > ADAPTABLE > PARTICIPATIVE



ADUR & WORTHING
COUNCILS





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INTRODUCTION BY THE CHIEF EXECUTIVE

I am pleased to introduce Our Plan, a framework for Adur & Worthing Councils for the coming three years.

A new plan provides a chance to reflect, to make sure we know where we are headed and to think how we can do things differently or better. In writing Our Plan we have tried to keep one question in our sights at all times: 'Why do we need to change?'

There are practical reasons for change - our last plan has come to an end, recent changes in local politics and my own arrival as the Chief Executive. There are necessary reasons for change, like the dramatic rise in living costs. This is affecting our residents and our business, and it affects how we run the Councils too.

But experience has shown that there will always be another unexpected priority or emergency. Our staff, like our communities, are tired from simply reacting to the next one, even though they have responded so well recently and I am proud of everyone.

There is a more hopeful reason for change, one that can actually make things better and that takes us closer to our main purpose as local councils - which is to provide good and lasting stewardship for Adur and Worthing.

If we can evolve to meet the world as it is now, rather than how it has been, we are more able to serve our communities. We can do better by our staff, creating an organisation that is resilient, adaptable and participative. These are the three principles written into Our Plan.

RESILIENT ➤ **ADAPTABLE** ➤ **PARTICIPATIVE**

INTRODUCTION BY THE CHIEF EXECUTIVE

The way that we have come to work can slow us down. We don't get the most out of modern technology as a way to serve people, to connect our services together or to create a picture of what matters most to communities. We can change this.

Our fixed departmental structures and teams provide clear lines of responsibility and accountability. But they also separate us into different teams, so we spend time and energy trying to connect things back together again. We can change this too.

I believe that change can be positive - change that better reflects what our people and places need, that better reflects our purpose and that prepares us to evolve and respond more quickly to further change in the future.

We are changing because our staff and communities need resilience not more efficiency. Extraordinary things can happen when people are able to come together and take part, as we saw during the height of the coronavirus pandemic.

Ultimately, Our Plan is about our relevance and connection with those we serve. It's about the opportunity and not only the challenges we face. I hope, like me, you think this is a more compelling reason for why we need to change.

Our Plan sets out how we can start to bring this change about. Some of the answers will become clearer as we go. I am aware that real change lies not on paper but in how we actually work with others to make it happen. I look forward to sharing that journey with you.

Catherine Howe

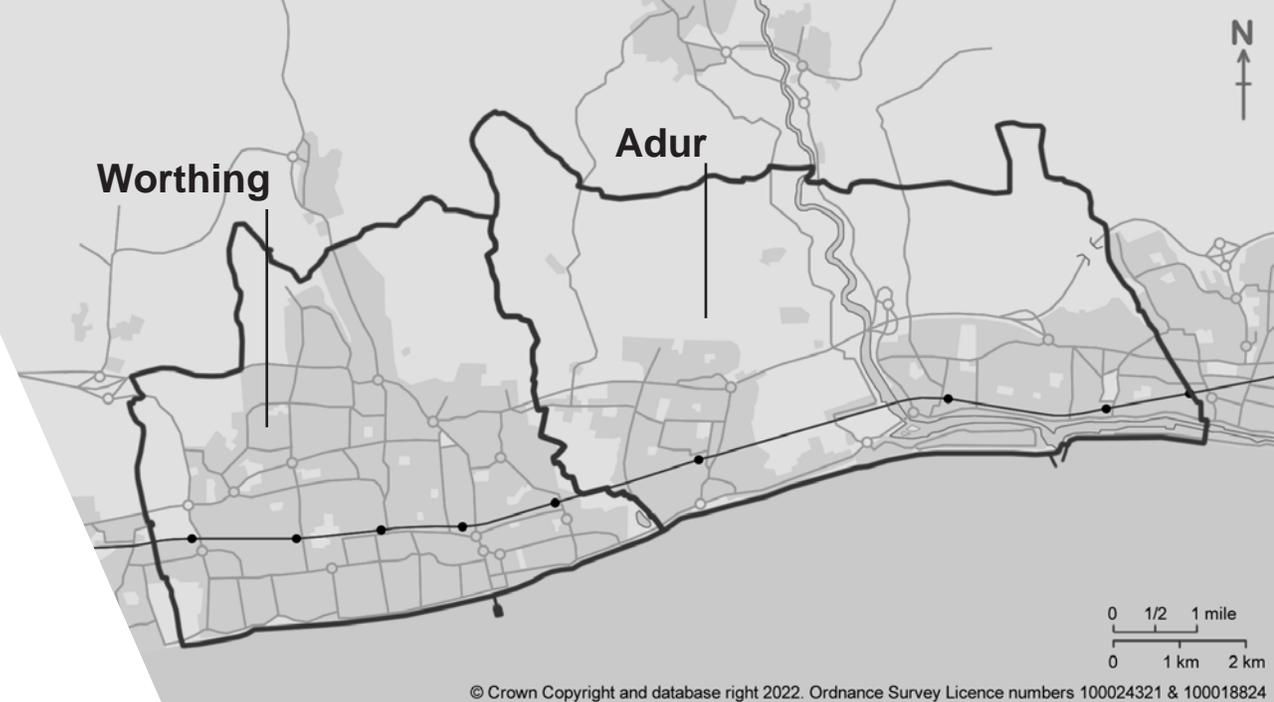
Chief Executive, Adur & Worthing Councils

ADUR + WORTHING COUNCILS

Adur & Worthing Councils are a single organisation. We provide public services for Adur District Council and Worthing Borough Council. Both fall within the wider West Sussex County Council area.

Adur and Worthing each have a separate governing body, the Council. Each Council is formed of councillors - elected politicians who represent different local areas. The Council sets the priorities and takes decisions for its own place.

Adur and Worthing sit between the south coast of England and South Downs National Park. Each has a rich history, made up of distinct coastal and rural towns, villages and communities. In 2021, the population of Adur was 64,500 and Worthing 111,400.



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There are over 400 green and open spaces in Adur and Worthing including allotments, parks and play areas



The coastline of Adur and Worthing is 15.75km long

ABOUT OUR PLAN

Our Plan is the framework for everything that we - Adur & Worthing Councils - do.

It is a forward-looking plan that explains why and how we are changing. We must change so that we can continue to get the basics right and meet the changing needs of our citizens. In doing so, we will support all our staff to plan and work well at a pace that is sustainable.

Our Plan is only the start. Making it happen are the many staff and volunteers who provide the services we deliver. To find out more and to use our services, please visit www.adur-worthing.gov.uk

➤ OUR PLAN SETS OUT...

Our Purpose - what we as Councils are fundamentally here to do

How we work - how we will treat each other as colleagues, customers and partners

Our Principles - the collective principles which allow us to work effectively and to evolve as an organisation

Our Foundations - the universal services that citizens see and use every day; the core services without which the Councils cannot function

Our Missions - focused areas of work that allow us to tackle complex and longer-term issues with others

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OUR PURPOSE



1,029 extra tonnes
of recycling collected
in A&W



OUR PURPOSE

What are the Councils here to do?

Our main purpose is to provide good and lasting stewardship for both Adur and Worthing. This means taking a long-term view about how we can help to nurture people and places. It uses our influence as Councils to make sure everything works well together. It is a supportive role in which we must involve and listen to others.

We offer stewardship in many different ways - from the day-to-day services we provide, like collecting waste and recycling, to personalised advice and support, coordinating plans and projects to stimulate growth and the local economy, and tackling urgent national issues, like rising living costs and climate change.

Our purpose is to provide good and lasting stewardship for both Adur and Worthing, so that people and places can thrive



More than 2,000 people provided with health and wellbeing support across A&W each year

OUR PURPOSE

Good stewardship means working well with all our partners in the public, private, community and voluntary sectors. This is because expertise, capacity and resources are best shared towards common aims. We work with partners outside our Council boundaries to address regional challenges together.

We look to our citizens, the people who care about and make up Adur and Worthing. We ask them to help us to look after our places and each other. One of our three guiding principles in this plan is 'participative'. This means involving citizens in a way that is more relevant and meaningful to them and the way they want to live.

➤ WHAT WE DO IS SHAPED IN A NUMBER OF WAYS...

- Priorities set by Adur District Council and Worthing Borough Council
- Listening to and learning from citizens - our residents, businesses, visitors and communities
- National political priorities as well as legislation and duties that we follow as Councils
- Our own professional knowledge and expertise as employees of the Councils
- Partnership working, for example working with West Sussex County Council and other district and borough councils

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HOW WE WORK



HOW WE WORK

How do we work with other people?

How we work is as important as what we do. As representatives of the Councils we are judged not only by what we do, but how we conduct ourselves. We have developed a set of ways for how we should all treat people. They are for everyone in the Councils to meet, regardless of their role.

They apply across everything we do. Whether we are working with colleagues, with partners, or serving our communities. They allow us to work better together and to recognise and challenge inappropriate behaviour.

HOW WE WORK

- We listen
- We say what we think & do what we say
- We are inclusive & kind
- We are ambitious
- We think & act beyond ourselves & our service
- We are a team



OUR PRINCIPLES



Since 1st January
this year, 100% of
our stray dogs have
either been reunited
or rehomed



OUR PRINCIPLES

What kind of organisation are we?

We have identified three principles to help us work well and to evolve as an organisation, to be able to provide reliable and quality services, to recognise changes in the world around us and respond positively to them in the long-term.

Our Principles are a practical way to make decisions about how we provide services. For example, does this change support our resilience? Are we being adaptable in this action? Have we made it possible for people to take part in this piece of work?



OUR PRINCIPLES

We are resilient
We are adaptable
We are participative



OUR PRINCIPLES

We are resilient...
making the best of our finite resources and investing in our people

What is this principle for?

This principle is about creating a sustainable pace of work and making the most of what we have got. Being resilient creates the space for people to learn and to grow. It also means being realistic about how much we can do with what we have at any time. And it means treating ourselves and each other kindly.

Our actions to make it happen...

- Focus on getting the basics right and creating a strong foundation to change from
- Informed by political priorities, make choices about what we resource and what we stop doing
- Design a structure for the organisation that provides capacity and flexibility
- Provide a safe and supportive work environment that nurtures mental and physical health
- Work with communities and partners to make the most of collective assets, capacity and capability



What is this principle for?

This principle is about being an organisation that encourages change instead of change being hard, where our systems and processes make us effective, with skills to innovate and try new things. This allows us to meet the changing needs of our places, our communities and our staff.

Our actions to make it happen...

- Create a culture that is brave and open to trying new things
- Develop skills and create space to learn, experiment and adapt, not just react
- Provide the right tools, technology and data so that we can focus on the right things
- Offer leadership to encourage and enable others to work together towards common aims
- Evaluate what is and is not working or making a difference to inform service planning

OUR PRINCIPLES
We are adaptable...
finding creative and effective ways to meet changing needs



OUR PRINCIPLES

We are participative...
putting people at the
heart of decision-making
and services

What is this principle for?

This principle is about bringing together everyone's knowledge and experience. To know that we are being heard makes our work more meaningful. It creates a greater sense of ownership and accountability. This goes for our staff, our partners and our communities.

Our actions to make it happen...

- Involve people more closely in the design and provision of services
- Offer genuinely participatory ways for citizens to be involved in decision-making
- Provide inclusive services by listening to under-represented voices, creating equal access and meeting our equality duties
- Support councillors in their work of representing and championing the interests of residents, communities and businesses
- Ensure everyone who works for us feels respected and that their views count

OUR FOUNDATIONS



In 12 months,
Bereavement
Services have held
2,988 cremations
and 404 burials



OUR FOUNDATIONS

What are Our Foundations?

We rely on a strong foundation for everything we do. Our Foundations are the essentials which keep us and our places working.

They are the most visible, outward-facing **universal services**. We deliver these day in and day out. They are the way we reach the most people most often.

They are the **core services** within the Councils - the people with skills and expertise who work unseen to keep all our staff and our services working well.

Universal, people-centred services

Core services for an effective and learning organisation



6.18 million household bins collected in A&W each year

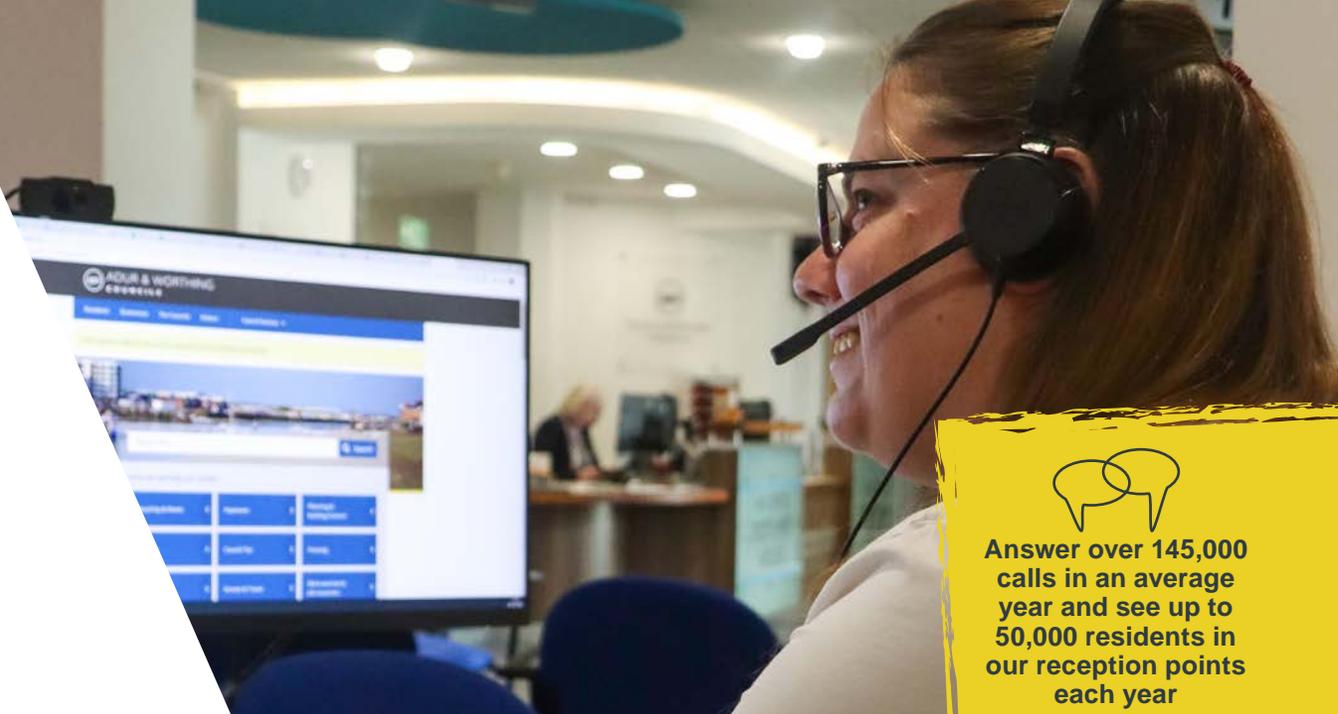
OUR FOUNDATIONS

What are universal services?

These are the services delivered in our communities - collecting waste and recycling, cleaning streets, maintaining parks and open spaces, planning and regulation which help to shape our places and keep us safe, and services that help us at vital moments in our own lives, like bereavement.

They are the personal contact people have with the Councils - like our customer service team, providing support and advice across many different service areas, or our council tax and benefits and business rates teams.

We work in ever more resourceful ways to provide reliable services - services which people can use at times and in ways that suit them.



Answer over 145,000 calls in an average year and see up to 50,000 residents in our reception points each year

UNIVERSAL SERVICES

Reliable, people-centred services that are valued by residents, business and visitors every day

OUR FOUNDATIONS

What are core services?

These are the experts who provide advice, training and systems so all of our staff can work well together. We do not see them as 'back office' or 'support'. They are part of the essential foundations on which we stand.

Core services help staff to be effective in their roles and get the most from our finite resources. Staff are able to manage tasks, people and budgets. They can work within the political system and support our councillors. They can buy goods and services that deliver good value for money and support the local economy. They can make the most of new technology. And they can get the most from our assets, like property, vehicles and equipment.

CORE SERVICES

Connect everything within the Councils, so we work effectively and get the most from what we have

£50m

Adur & Worthing Councils spend around £50 million each year. We have 740 staff and deliver over 150 services

OUR MISSIONS



OUR MISSIONS

What are Our Missions?

These are the big ambitions and complex issues we must address for Adur and Worthing to thrive long-term. They are things like supporting people to live healthy and safe lives, creating towns and places where people are able to afford to live well, and encouraging people to make changes that will help us all to address climate change.

By their nature, Our Missions are bigger than the individual services we provide. They need creative solutions that cut across our teams and other organisations. We must work together with residents, businesses, visitors, communities and partners. In doing so, we stand to achieve better things for everyone, making what we have go further.



1,340 planning applications processed across A&W in 2021

OUR MISSIONS

- Thriving people
- Thriving places
- Thriving environment
- Thriving economy



Residents can lead positive, healthy and independent lives. Access to the right support is there when they need it. They are included and valued in their local community. They can take part in decisions about their area and the services they receive.

OUR MISSIONS

Thriving people



Funding received to install three new accessible Changing Places toilets across Adur and Worthing

The things we will work to achieve

- People are healthy, resilient and resourceful; they can access the right help when they need it
- Everyone has a safe, secure and sustainable home
- Everyone is able to enjoy a wide range of cultural, leisure and sporting opportunities



All of our places are vibrant, inclusive and sustainable. They are loved by residents, businesses and visitors alike. People help to shape neighbourhoods which provide a good quality of life, affordably and close to home.

The things we will work to achieve

- Places are designed for people and nature; they are clean, safe and feel looked after
- People feel a sense of belonging to places and communities. They can influence how places change
- Active travel is easy, with opportunities for walking, cycling and public transport

OUR MISSIONS

Thriving places



We manage
122 green spaces,
including
8 Green Flag parks



Thriving people and places depend on a thriving environment. Everyone pulls together to rapidly reduce our impact on it, by reducing carbon emissions and waste, protecting and enhancing nature and adapting to climate change.

OUR MISSIONS

Thriving environment

The things we will work to achieve

- Action now achieves a fair transition to Net Zero Carbon by 2045
- Resilience to climate change and increased biodiversity by restoring natural habitats
- A circular economy is created, one that minimises waste and keeps materials in use



Commended
for leadership
in responding to the
climate emergency
in the MJ Awards



A varied and resilient economy works for everyone. Our local business strengths are known worldwide. Businesses create jobs to support local people and create aspiration in our communities. They respect and nurture the environment.

The things we will work to achieve

- An inclusive economy which provides people with skills and opportunities to secure good-quality jobs
- Ambitious, high-growth companies locate in Adur and Worthing and smaller independent businesses thrive
- Economic growth regenerates places and high streets, helping communities to prosper

OUR MISSIONS

Thriving economy

£200m

There are over 7,000 businesses in Adur and Worthing, and our visitor economy is worth over £200 million each year

WHAT HAPPENS NEXT?

- We are already making changes to the way we plan services and budgets so that we start to deliver on the things set out in Our Plan.
- We will work with all our staff so they understand and can help us to achieve Our Plan.
- We will use Our Plan to coordinate the delivery of political priorities for each Council.
- We will develop further plans to deliver Our Missions, involving citizens and partners in them.
- We will communicate how we are getting on with delivering Our Plan over the next three years.

➤ GET INVOLVED...

Ultimately, the success of Our Plan is the success of Adur and Worthing.

Please look out for ways to take part in making it happen and everything that we do. We will publish opportunities on our website and our social media channels.

Please share your thoughts and any ideas with us that can make Adur and Worthing places better places to live, to work and to visit.

Email - ourplan@adur-worthing.gov.uk

Visit - www.adur-worthing.gov.uk

Facebook - www.facebook.com/AdurWorthingCouncils

Twitter - www.twitter.com/adurandworthing

Instagram - www.instagram.com/adurworthingcouncils

LinkedIn - www.linkedin.com/company/adur-district-and-worthing-borough-councils

OUR PLAN

- **Our Purpose** - what we as Councils are fundamentally here to do
- **How we work** - how we will treat each other as colleagues, customers and partners
- **Our Principles** - the collective principles that allow us to work effectively and evolve as an organisation
- **Our Foundations** - the universal services that citizens see and use every day - the core services without which the Councils cannot function
- **Our Missions** - focused areas of work that allow us to tackle complex and longer-term issues with others

Ways of working

OUR PRINCIPLES

We are resilient
We are adaptable
We are participative

HOW WE WORK

We say what we think & do what we say
We are inclusive & kind
We are ambitious
We think & act broader than ourselves & our services
We are a team

Service focus

OUR FOUNDATIONS

Universal, people-centred services
Core services for an effective and learning organisation

OUR MISSIONS

Thriving people
Thriving places
Thriving environment
Thriving economy

Our purpose is to provide good and lasting stewardship for both Adur and Worthing, so that people and places can thrive

OUR PRINCIPLES – the actions to make them happen

WE ARE RESILIENT

- Focus on getting the basics right and creating a strong foundation to change from
- Make prioritised choices about what we resource and what we stop doing
- Design a structure for the organisation that provides capacity and flexibility
- Provide a safe and supportive work environment, which nurtures mental and physical health
- Work with communities and partners to make the most of collective assets, capacity and capability

WE ARE ADAPTABLE

- Create a culture that is brave and open to trying new things
- Develop skills and create space to learn, experiment and adapt, not just react
- Provide the right tools, technology and data so that we can focus on the right things
- Offer leadership to encourage and enable others to work together towards common aims
- Evaluate what is and is not working or making a difference to inform service-planning

WE ARE PARTICIPATIVE

- Involve people more closely in the design and provision of services
- Offer genuinely participatory ways for citizens to be involved in decision-making
- Provide truly inclusive services by listening to underrepresented voices, creating equal access and meeting our equality duties
- Provide councillors with effective and democratic ways to engage with and represent their communities
- Ensure everyone who works for us feels respected and that their views count

OUR MISSIONS – the big ambitions we want to achieve

THRIVING PEOPLE

People are healthy, resilient and resourceful. They can access the right help when they need it

Everyone has a safe, secure and sustainable home

Everyone is able to enjoy a wide range of cultural, leisure and sporting opportunities

THRIVING PLACES

Places are designed for people and nature. They are clean, safe and feel looked after

People feel a sense of belonging to places and communities. They can influence how places change

Active travel is easy, with opportunities for walking, cycling and public transport

THRIVING ENVIRONMENT

Action now achieves a fair transition to Net Zero Carbon by 2045

Resilience to climate change and increased biodiversity by restoring natural habitats

A circular economy is created, one that minimises waste and keeps materials in use

THRIVING ECONOMY

An inclusive economy which provides people with the skills and opportunities to secure good-quality jobs

Ambitious, high-growth companies locate in Adur and Worthing and smaller independent businesses thrive

Economic growth regenerates places and high streets, helping communities to prosper

OUR PLAN

Our Plan is not intended to be a static document and we will be reviewing and updating it each year. If you would like more information on anything included in Our Plan or would like to contribute ideas or feedback we would love to hear from you. Please get in touch via the email address below and we will get back to you. Thank you.

ourplan@adur-worthing.gov.uk