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.

- 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.

“...UNLEASH THE POWER OF PEOPLE...”
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<tr>
<th>COMMITMENTS</th>
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<tr>
<td>2.1 Better understand our communities by gathering the data and intelligence; understanding aspirations, opportunities and untapped assets as well as knowing where real and significant need lies. Ensuring that data and intelligence is shared better to support outcomes and long term community resilience.</td>
<td>2.1.1 Develop a community profile using our own and various partner data to better understand the nature of our communities, levels of need, strengths and potential assets.</td>
<td>Head of Wellbeing</td>
<td>Public Health, Coastal Care partners, Community Works, West Sussex County Council</td>
<td>By June 2017</td>
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2.2 Providing and enabling homes across Adur and Worthing | 2.2.1 Lead the development of an Adur and Worthing Housing Strategy, establishing a clear vision and plan of work for our places. | Director for Communities | Strategic Housing and Economic partners | By May 2017 |

| | 2.2.2 Lead on the development of an Adur and Worthing Homelessness Strategy, ensuring the needs of individuals and families are managed better through integrated pathways and exploring new ways to prevent people becoming homeless. | Head of Housing | All partners in the homeless sector | By May 2017 |

| | 2.2.3 Develop clear and consistent housing need policies and pathways for local communities, focusing on prevention, promoting health and wellbeing, and ensuring Housing Services Team have the capacity and systems to deliver. | Head of Housing | Various | By May 2017 |

| | 2.2.4 A Complete the assessment of the requirements of our Adur Homes housing stock and develop a coherent plan to manage these assets to meet the needs of our tenants and our communities. | Head of Housing | Adur Tenants and Leaseholders | Clear plan of approach by July 2017 stepped delivery thereafter |

| | 2.2.5 Lead on, influence and commission new housing supply (all tenures) that meets the needs of local communities and employers in terms of diversity of tenure and affordability. Maximising value from major redevelopments and using assets in the existing housing stock of Adur District Council and our Registered Social Landlord partners and the wider asset base of the Councils. | Head of Housing | Director for Communities, Director for the Economy | A range of partners, national and regional funders, housing providers, developers etc. | Ongoing for new housing strategy May 2017 onwards |

| | 2.2.6 Cost effectively improve the supply of emergency and temporary social and affordable housing through strategic investment and working with local investors to maximise social value. | Head of Housing | Director for Communities, Director for the Economy | A range of partners, national and regional funders, housing providers, developers etc. | Development of new strategy by May 2017 |

| | 2.2.7 A Support the delivery of digital solutions to support Adur Homes residents and the delivery of cost effective/timely repairs. Adur and Worthing users of Housing Services to self-manage elements of the housing process. | Head of Housing | Head of Digital and Design | Plan for Delivery in place by June 2017 |

| 2.3 Providing a platform to encourage social innovation, social financing and supporting community and social entrepreneurs to create and deliver solutions that work for our places. | 2.3.1 Use our community profile (2.1.1) to support the capacity and capabilities of our local community and voluntary sector including the understanding of their strengths and assets. | Director for Communities | Head of Wellbeing | Various voluntary and community sector partners, Coastal Care partners, Parks, Foreshore and Open Spaces partners | On-going – refined post delivery of Community profile in June 2017 |
### 2.3.2 Develop our Strategic approach to linking wellbeing outcomes across the Community Directorate; identifying new opportunities for building community resilience; employing social innovation techniques and active involvement in experiments; prototyping at scale to support learning, growth and community development. e.g. Delivery of the Fishersgate Community Centre as a multi-disciplinary community asset.
- Extension of Parks and Open Spaces community involvement and the delivery of the Growing Communities Agenda.
- Extension of Community self-management of facilities such as Sports sites and Allotments (Adur)
- Extension of the TCV project to involve communities in volunteering and conservation
- Enabling better links between wellbeing, housing and environmental teams to support joint community ambitions.

**Lead Responsibility:** Head of Wellbeing, Head of Environment

**Partners Involved:** Various voluntary and community sector partners, Coastal Care partners, Parks, Foreshore and Open Spaces partners

**Timescales:** On-going – refined post delivery of Community profile in June 2017

### 2.3.3 Review and update our approach to community participation and engagement across all Directorates.

**Lead Responsibility:** Director for Communities, All Directors

**Partners Involved:** Community Works, West Sussex County Council, Communities

**Timescales:** Initial set of principles June 2017

### 2.3.4 Agree core principles of engagement and community involvement in design and delivery of the Councils work.

**Lead Responsibility:** Director for Communities, All Directors

**Partners Involved:** Community Works, West Sussex County Council, Communities

**Timescales:** Initial set of principles June 2017

### 2.3.5 Building our principles of co-production, encourage social innovation and co-design through bringing public services and communities together to provide solutions to “wicked issues”. Starting small and learning from what works, scaling up, developing tools and methods using our emerging “SameRoom” philosophy and capability.

**Lead Responsibility:** Director for Communities, Director for Digital and Resources, Head of Wellbeing

**Partners Involved:** Various voluntary and community sector partners

**Timescales:** On-going

### 2.3.6 Linked to 2.3.1 ensure strong delivery and capture of key learning from social innovation projects, including: Rethinking Parks, Social Prescribing/Going Local, Good Gym and other community health and wellbeing prototyping, Other projects as they come on stream and Systems leadership work.

**Lead Responsibility:** Director for Communities

**Partners Involved:** A variety of community, voluntary and commercial partners involved

**Timescales:** Key learning outcomes by July 2017 and on-going.

### 2.3.7 Working with community of Shoreham and bereaved families create a permanent memorial to commemorate the Shoreham Airshow tragedy of August 2015.

**Lead Responsibility:** Director for Communities, Director for the Economy

**Partners Involved:** Wide variety of stakeholders

**Timescales:** Agree design by Spring 2017, produce and build by September 2018.

### 2.3.8 Review our approach to the allocation and evaluation of outcomes of the award of grants and other funds to community groups to ensure that the ambitions are in line with those of the Councils, outcomes are achieved and good practice is disseminated.

**Lead Responsibility:** Director for Communities

**Partners Involved:** Community Works

**Timescales:** Review concluded by June 2017 and recommendations made

### 2.4 Ensure we target our (and others) resources on the most vulnerable and those struggling families requiring limited assistance to stay afloat.

#### 2.4.1 Prioritise safeguarding and early help across the Councils and communities by ensuring our services and policies are effective at identifying and tackling issues to keep individuals and families safe.

**Lead Responsibility:** Director for Communities, Director for Customer Services, Head of Wellbeing

**Partners Involved:** West Sussex Children’s Safeguarding Board, West Sussex Adults Safeguarding Board

**Timescales:** Self assessments for the West Sussex Boards undertaken annually

#### 2.4.2 Improving our debt management systems including rolling out the current balanced strategy for administration of tax and benefits to include sundry debts, rents arrears and early engagement to ensure we are supporting our vulnerable people and signposting them to appropriate help and support.

**Lead Responsibility:** Director for Customer Service, Head of Revenues and Benefits, Head of Wellbeing

**Partners Involved:** Department of Work and Pensions, Citizens Advice Bureau/Financial Inclusion Group, Customer and Commercial Board

**Timescales:** June 2017

#### 2.4.3 Continue to develop the Think Family Programme in Adur and Worthing, ensuring that our families with complex needs are supported to help transform their lives and those of their local communities.

**Lead Responsibility:** Head of Wellbeing

**Partners Involved:** Adur and Worthing Think Family Partnership

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