



ADUR & WORTHING  
COUNCILS

# LEADERSHIP OF PLACE

PLATFORM





153,779

POLLING CARDS ISSUED FOR THE 2019 GENERAL ELECTION



£22M

AWARDED LOCALLY WITH THE SUPPORT OF THE COAST TO CAPITAL LEP AND GREATER BRIGHTON ECONOMIC BOARD



2020

COUNCIL OF THE YEAR FINALIST - LGC AWARDS

Between 2015 and 2018 we identified that Leadership of our Places was one of our critical five Platforms, vital to ensure our best chance of achieving the prosperous, healthy, innovative places that our communities demand and success across our other Platform agendas.

Some elements of the Leadership Agenda attract considerable public attention, others less so. The vital importance however of good civic leadership of our places has been proven and is well understood. In addition to leading on our 'statutory duties' of providing services, what has become increasingly clear as local government and local governance becomes more fragmented, complicated and less resourced directly by Central Government is the

need to champion, promote, challenge and convene in the interests of our places and the communities we serve. At a time when national and international governmental volatility is at the fore, locally based governance with local government that listens, understands, plans and delivers for the present, and the future, is more vital than ever. At Adur & Worthing Councils (and across a range of our strategic stakeholder partners) we take this responsibility seriously.

At a local level policy debates will at times be contentious, however the democratic integrity and legitimacy of the Councils seldom is. This is a reputation hard won and one we intend to continue and to build upon.

And, we remain clear that the Councils are by no means the only leaders of place. Other institutions, other partnerships, our communities of geography or interest and individual residents at times are much better placed than the Councils to lead. In those circumstances we happily provide a platform for others to lead, whilst recognising our democratic responsibilities to ensure strong outcomes for all.





At a local level we have good networks and have developed our Local Strategic Partnership (Waves Ahead) to be a more flexible network of institutions and leaders. We actively participate in, or lead, a range of partnerships across all of the Platform areas and have put time, energy and care into building the capacity of leaders across our system to step up.

In advocating for our places to institutional investors or framing community based projects with the NHS, our politicians, staff and colleagues from other organisations have shown they can come together to make things happen.

There remains strong consensus around the level of ambition for our places and our communities. This ambition extends well beyond representative (party) politics to participative community leadership as well... we believe this is a healthy indicator for our futures.

Over the next three years we intend to focus our place leadership (with our partners) on the following themes:

- Developing our elected members and fostering relationships with other leaders of our communities
- Developing the reputation of our places (and our reputation as leaders and innovators nationally)
- The civic data agenda
- Emergency Planning and Civil Contingency

“ AT A TIME WHEN NATIONAL AND INTERNATIONAL GOVERNMENTAL VOLATILITY IS AT THE FORE, LOCALLY BASED GOVERNANCE WITH LOCAL GOVERNMENT THAT LISTENS, UNDERSTANDS, PLANS AND DELIVERS FOR THE PRESENT, AND THE FUTURE, IS MORE VITAL THAN EVER.

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**5.1 Place branding, place promotion, inward investment and recognition of achievements**

5.1.1	Develop a strong <b>place brand for Worthing</b> and engage key partners to maximise uptake and use.	Head of Communications, Head of Place & Economy	TCl, range of business and inward investment agencies	Spring 2020
5.1.2	Oversee and manage the <b>reputation of our places</b> and seek to align messages with key partners.	Head of Communications	A variety of partners depending upon the issue	Ongoing
5.1.3	<b>Promote Adur &amp; Worthing Councils</b> and key partner activity in issues 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 and all Heads of Services	A variety of partners depending upon the issue	Ongoing
5.1.4	Develop network skills and influencing potential across <b>our local Community and Voluntary Sector</b> ensuring we hear the voice of community.	Head of Communications, Head of Wellbeing	West Sussex County Council, CVS Infrastructure Support Organisation and other CVS organisations	Ongoing

**5.2 Develop national reputation for thought leadership and innovation in key areas in other Platform agendas**

5.2.1	<b>Digital and creative entrepreneurship</b> (see Platform 1).	Director for the Economy, Head of Communications	As Platform 1	As Platform 1
5.2.2	<b>Service design</b> in public services (see Platform 4).	Director for Digital & Resources, Head of Communications	As Platform 4	As Platform 4
5.2.3	Responses to <b>climate change and ecological degradation</b> (see Platform 3).	Director for Digital & Resources, Head of Communications	As Platform 3	As Platform 3
5.2.4	Innovation in <b>housing and investment markets</b> (see Platform 2).	Director for Communities, Head of Communications	As Platform 2	As Platform 2
5.2.5	<b>Learning town centres</b> (see Platform 1).	Director for the Economy, Head of Communications	As Platform 1	As Platform 1
5.2.6	<b>Digital and technological innovation.</b> OpenCommunity data standards project (See Platform 4).	Director for Digital & Resources, Head of Communications	As Platform 4	As Platform 4

**5.3 Develop and sustain strong personal and organisational relationships to support Platforms for our Places and effective delivery of commitments and future activity. Ensure the necessary relationships of influence are in place**

5.3.1	Ensure <b>positive working relationships at a local and regional level</b> including: <ul style="list-style-type: none"> <li>a) Greater Brighton Economic Board</li> <li>b) West Sussex County Council and other District and Borough councils</li> <li>c) Infrastructure Support Organisation and wider Community &amp; Voluntary Sector</li> <li>d) Housing partners</li> <li>e) Criminal Justice and Community Safety Partners</li> <li>f) Coast to Capital Local Economic Partnership</li> <li>g) Various NHS bodies</li> </ul>	Chief Executive, Directors, Elected Members	Significant number of partners	Ongoing Senior staff and key Members have a number of formal relationships as well as informal ones. Regular review of how effective those relationships are.
5.3.2	Ensure <b>strong working relationships</b> with a wide variety of national partners including but not limited to: <ul style="list-style-type: none"> <li>a) Central Government</li> <li>b) District Councils Network</li> <li>c) Local Government Association and New Local Government Network</li> <li>d) FutureGov and various innovation partners</li> <li>e) Potential funders and investment partners</li> <li>f) Social innovators who could bring value to our places</li> </ul>	Chief Executive, Directors, Elected Members	Significant number of partners	Ongoing and subject to regular review as to efficacy and effectiveness of relationships.



## 5.4 Emergency Planning and Civil Contingencies

5.4.1	Ensure Adur & Worthing Councils own <b>Civil Contingency and Emergency Planning</b> activities are well planned and resourced. Technology and training support provided to all relevant staff.	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing
5.4.2	Ensure strong relationships with <b>Pan-Sussex Civil Contingency Groups</b> , best fit our activity with theirs, shared understanding of planning and operational imperatives, etc.	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing, maintain regular coordination and planning meetings with Pan-Sussex training events including testing and mutual aid arrangements in scenario trainings.
5.4.3	Participate in the design, development and rolling out of <b>scenario planning</b> 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 any civil contingency activity.	Director for Digital & Resources, Head of Business & Technical Services, Emergency Planning Team	A wide variety of category I and category II responders	Ongoing, maintain regular coordination and planning meetings with Pan-Sussex training events including testing and mutual aid arrangements in scenario trainings.

## 5.5 'Politics' and 'politics'

5.5.1	Continue to enhance and strengthen the formal Political leadership of our places (in an uncertain national political environment). Continue to develop and build capacity in elected Members' roles, elections, relationships between officers and Members, JOS, and ensuring party political disagreement leads to strong direction setting and doesn't hold up essential elements of the agenda.	Director for Communities, Head of Wellbeing	All Members and relevant national bodies	Ongoing
5.5.2	Developing participative and deliberative democracy (ensuring greater participation of all) using key themes to develop new methods of engaging our communities in the issues that matter most (and utilising their skills and energies) and creating the next generation of civic leaders, with particular emphasis on young people.	Director for Communities and all relevant organisational leaders on themed areas	A wide variety of partners and community representatives	Ongoing

## 5.6 Developing the Civic Data agenda

5.6.1	Create a flexible framework for the delivery of open data solutions, whilst ensuring the reputation and integrity of 'civic data' is held high. Work with national players to develop exemplar approaches and to develop a new data resource base for our place (with the opportunity to scale beyond).	Director for Digital & Resources	A wide variety of public service agencies holding data and key expert adviser organisations that can enable us to develop a strong approach	Autumn 2020
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