



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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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

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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

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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