



ADUR & WORTHING  
COUNCILS

# GOOD SERVICES AND NEW SOLUTIONS

4  
PLATFORM

GOOD SERVICES AND NEW SOLUTIONS FOCUSES ON WHAT RESIDENTS NEED, WORKING EFFICIENTLY, FLEXIBLY AND WITH EMPATHY.

4



84,846

COUNCIL TAX AND BUSINESS RATES NOTICES ISSUED ANNUALLY



16,544

CALLS RECEIVED AT THE COUNCILS' CALL CENTRE EACH MONTH



17,013

HOUSING REPAIRS COMPLETED SINCE INTRODUCING NEW ONLINE PLATFORM

At Adur & Worthing Councils we are working hard to move away from the 'process and rules heavy' approach into simpler, more personal ways of working that use digital, where it makes sense, and skilled, understanding people where that's better. The Councils offer a wide range of services, some of them commercial, and we know that good resident experience is what drives success.

This Platform is about improving how our services work, creating easier routes for our residents to get things done with us, creating modern digital services and growing our commercial offer. It's also about ensuring our leaders are skilled in service redesign, can create new service solutions in a digital age, and spot the commercial opportunities. We need our leaders and staff to work across the local system effectively and to create the permissive conditions for our talented workforce to try out new ideas and get on and change things for the better. This is as much about culture and mindset as about process and activity.

In this Platform we also work to create strategic, modern and effective long term approaches to financial strategy, asset management (land and property) procurement and contract management, and our ability to respond with agility, and in ways aligned to our economic, community and sustainability goals set out in our other Platforms.



## PLATFORM 4

The aim of our Councils is to deliver services that residents, businesses and communities say are good and easy (or 'effortless') to use. We have made real progress over the last three years in creating digital services with high satisfaction ratings, for example in waste, street scene, revenues and benefits, parking and housing repairs. We have achieved this by creating a team that builds digital services in-house, using modern digital platforms. We don't always build digital services in-house, but we do expect the software we use to be modern, cloud-based and easy to integrate with other applications. There's much more to do, from creating a new website and opening up new channels like live chat, through harnessing new, emerging technologies such as machine learning chatbots and sensors. Improving our use of data is a key theme including intelligent analytics and open data publishing.

Whilst we regularly receive praise for the services we deliver in many areas, we also know that services can be too slow, process heavy and put too many barriers in the way. Our 'Effortless' Customer Programme aims to help services fundamentally examine their approach to the demands of service users using our Good Services principles and help them improve their customer satisfaction ratings, through both smaller, quicker actions and more significant change programmes. We will continue to extend our use for the 'SameRoom' service design methods in such projects, upskilling people through new learning opportunities, and leading the creation of a new service design apprenticeship nationally, while providing local projects with access to skilled external service designers.

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OUR AIM IS TO GAIN A NATIONAL REPUTATION AT ADUR & WORTHING FOR THE USE OF SERVICE DESIGN IN PROVIDING GREAT PUBLIC SERVICES.  
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Our commercial services have performed well over the last three years providing a vital contribution to the Councils' overall financial strategy. Our priorities are now to significantly improve our sales and marketing capacity, and to explore the development of new products and 'bundle' services delivered digitally.

And we know it's our people who create great service experiences and provide essential specialist knowledge. We need great leadership at all levels and will continue to develop our Learning & Development offer to upskill our people in the key areas needed for a 21st Century Public Service Organisation. For us that's Systems Leadership, service design, commercial skills, good service delivery and digital. We will plan our workforce for the future, increasing apprenticeships and growing our reputation as a great place to work.

We will also work to improve the way we manage our assets (property and land) developing longer term strategies to maximise their use and improving planning and maintenance regimes. Having this year declared Climate Emergencies we will quickly introduce sustainability measures across our property asset base to meet the target of carbon neutrality by 2030.

Themes for Good Services and New Solutions:

- Digital platforms and solutions
- 'Effortless' Customer Services
- Growing our commercial income
- Embedding our 'SameRoom' service design approach
- Staff learning and developing our leadership
- Corporate Landlord and manager of the Councils' assets
- Driving sustainability and value for money through contract management



## 4.1 Increase the range of modern digital services

4.1.1	Launch a <b>new public website</b> , developed in-house, making access to digital self-service easier and following gov.uk design principles. Review content to ensure simple, plain English, optimise findability in search engines.	Head of Customer & Digital Services All services		Winter 2020 Content review - Ongoing
4.1.2	Design and build an improved <b>digital garden waste service</b> , with the ability to subscribe all year round and pay online. Create intelligent delivery route optimisation to increase delivery speeds of all new bins.	Head of Customer & Digital Services, Head of Environmental Services		Spring 2020
4.1.3	Deliver a <b>multi-channel management service</b> in the contact centre, offering live chat, social media contacts, all managed against the customer record. Explore deployment of some CRM functionality in service teams to improve customer request handling and help monitor timescales and customer satisfaction.	Head of Customer & Digital Services, Head of Communications, All Services		Spring 2021
4.1.4	Expand the <b>digital asset management service</b> , to enable automation and reminders for commercial rent review, routine inspections and maintenance, compliance checking regimes, document storage and data analysis. Enable tasking and updating in the field.	Director of Digital & Resources, Head of Customer & Digital Services, Head of Major Projects and Investment Head of Technical Services, Head of Housing	Third party contractors	Winter 2020
4.1.5	Launch a <b>new staff intranet</b> with new phonebook, integration to phone system and Google Calendars, helping people see availability. Include news items and regular updates from leadership team to improve communications.	Head of Customer & Digital Services, Head of Communications		Spring 2020
4.1.6	Undertake discovery on <b>digital planning solutions</b> , reviewing several new innovations funded by MHCLG, with a view to introducing new technologies from 2021.	Head of Planning & Development, Head of Customer & Digital Services	MHCLG, Southwark Council, Hackney Council	Winter 2020
4.1.7	Take an agile/sprint approach to review the digital functions of the existing <b>housing management system</b> , avoiding a large re-procurement, and designing better digital services function by function.	Head of Housing, Head of Customer & Digital Services		Summer 2022
4.1.8	Fully implement <b>ModernGov</b> for members, creating an accessible system for meetings and documents, helping the move to paperless.	Head of Wellbeing, Head of Customer & Digital Services, Elected Members		Spring 2020
4.1.9	Implement a new cloud based <b>HR and Payroll system</b> , de-commissioning older e-forms and improving staff experience.	Head of Human Resources, Head of Finance, Head of Customer & Digital Services		Spring 2021
4.1.10	Fully implement a new <b>cloud-based financial management system</b> , providing automation of tasks, budget reporting dashboards for managers, and integration with the AW platform.	Head of Finance Head of Customer & Digital Services,		Spring 2020
4.1.11	Develop corporate and <b>service level data dashboards</b> , testing a new data analytics platform, and develop real time open data reporting on the public website.	Head of Customer & Digital Services, Head of Communications		2020-2021
4.1.12	Explore <b>collaboration with our low code platform provider</b> and partner councils, examining the potential for sharing for mutual benefit and possible development of commercial digital development offer to other sectors.	Director for Digital & Resources, Head of Customer & Digital Services	Other councils, Netcall provider, MHCLG	Ongoing
4.2.1	Complete the <b>Revenues &amp; Benefits transformation</b> programme, including digital self-service, text payment reminders, simplified letters and streamlined processes.	Head of Revenues & Benefits, Head of Customer & Digital Services	Capita	Winter 2020
4.2.2	Develop a programme of <b>Good Service assessments</b> , building capacity in service teams to undertake customer research, use data, design and digital to create better services.	Director for Digital & Resources, Head of Customer & Digital Services		2020-2023

## 4.2 Improve customer satisfaction through the 'Effortless' Programme

	4.2.3	Provide <b>training in customer communication</b> , complaints handling and supporting vulnerable customers.	Head of Customer & Digital Services		2020-2023
	4.2.4	Delivery of <b>accessibility services</b> , such as translation services and website accessibility standards.	Head of Customer & Digital Services		Winter 2020
	4.2.5	Development of <b>service dashboards</b> to track reductions in calls and face to face interactions.	Head of Customer & Digital Services		Winter 2020
	4.2.6	Enhance face to face offer with <b>improved self-service options</b> , creating capacity for time with the most vulnerable.	Head of Customer & Digital Services		2020-2023
4.3		<b>Grow our commercial &amp; traded income and external sources of funding</b>			
	4.3.1	Produce a <b>commercial strategy</b> aligned to our aims to generate income while increasing social value and improving sustainability.	Director for Communities, Head of Finance, Head of Environmental Services, Head of Communications		Summer 2020
	4.3.2	Develop <b>sales and marketing campaigns</b> for green bins and trade waste, rolling the model out to other commercial lines.	Head of Environmental Services, Head of Communications		Spring 2021
	4.3.3	Develop clear <b>unit costing</b> to better understand the surplus/loss associated with each commercial line of business.	Head of Finance with All Service Managers		Summer 2020
	4.3.4	Commission <b>market competition analysis</b> and price reviews where needed.	Head of Finance		Ongoing
	4.3.5	Investigate <b>alternative community funding opportunities</b> and develop options for launching calls for funding on high impact community projects.	Director for Digital & Resources, Head of Finance		Autumn 2020
	4.3.6	Continue to seek <b>external funding</b> opportunities, building on a high success rate, preparing a pipeline of investable projects ready for submission.	Head of Place & Economy, Head of Finance		Ongoing
4.4		<b>Embed 'SameRoom' service design approach</b>			
	4.4.1	Deliver <b>agile project management</b> and service design training to multidisciplinary teams working on Platforms delivery.	Director for Digital & Resources, Organisational Development Officer		First cohort completed - Spring 2020
	4.4.2	Provide <b>design support</b> to a set of Platforms projects, running teams in parallel, learning methods while delivering.	Director for Digital & Resources, Organisational Development Officer		First projects commenced - Spring 2020
	4.4.3	Develop a <b>service design approach to Sustainable AW</b> .	Director for Digital & Resources, Organisational Development Officer, Strategic Sustainability Manager	Service design professionals and interested local organisations	First Hackathon - Spring 2020 (work planned thereafter)
	4.4.4	Lead development nationally of a <b>service design apprenticeship</b> .	Director for Digital & Resources, Organisational Development Officer	National public, private and third sector organisations	First cohort started - End of 2021
4.5		<b>Leadership, Learning &amp; Development</b>			
	4.5.1	Continue to deliver the quarterly <b>Leadership College</b> to over 100 leaders and managers.	Head of Human Resources, Organisational Development Officer	Place leaders invited to speak at our gatherings	Ongoing
	4.5.2	Develop a <b>leaders programme</b> of skills development including managing conflict, leading quality conversations, Leadership Lab, workforce planning, apprenticeship development, financial and people management basics.	Head of Human Resources, Organisational Development Officer	CLT, OLG and all line managers	Spring 2020
	4.5.3	Provide <b>coaching support</b> , as identified in personal development plans.	Head of Human Resources, Organisational Development Officer		Ongoing
	4.5.4	Review and develop the <b>staff learning offer</b> , including online learning and apprenticeships.	Head of Human Resources, Organisational Development Officer	Local learning providers	Ongoing

	4.5.5	Deliver <b>All Staff Meetups</b> from all locations, helping engage everyone in delivering Platforms.	Head of Human Resources, Organisational Development Officer		Bi-annually from early 2020
	4.5.6	<b>People Working Group</b> to continue the review of key 'people processes' such as recruitment and selection.	Head of Human Resources, Organisational Development Officer	All Adur & Worthing Councils employees and managers	Ongoing
	4.5.7	Continue to grow our <b>Well at Work</b> programme, learning from best practice to support a happier healthier workforce e.g. Mental Health First Aiders.	Head of Wellbeing	All Adur & Worthing Councils employees and managers	2023
4.6	<b>Develop a Corporate Landlord approach to managing our property estate</b>				
	4.6.1	Work to move the management of the Councils' corporate estate and assets to a <b>Corporate Landlord Model</b> .	Head of Major Projects & Investment	Council Services, Technical Services	Project Scope Agreed - Spring 2020 Project Implemented - Autumn 2022
	4.6.2	Review <b>building &amp; maintenance spend</b> across all building categories and develop a local facilities management framework, as well as joining existing frameworks where appropriate.	Property & Investment Team, Head of Technical Services		Autumn 2020
	4.6.3	<b>Rationalisation of our depots.</b>	Head of Major Projects & Investment Head of Environmental Services	Technical Services	Feasibility Study - Spring 2020 Full Business Case & Planning Application - Spring 2021 Commence Construction - Autumn 2021
	4.6.4	Assure good compliance through the <b>Health &amp; Safety Board</b> in relation to key compliance issues such as fire safety, asbestos management and gas safety.	Director for Digital & Resources, Director for the Economy, Director for Communities	Major Projects & Investment, Technical Services, Health & Safety, Building Control	Ongoing
4.7	<b>Effective procurement and contract management, driving sustainability and value for money</b>				
	4.7.1	Deliver <b>procurement savings</b> of £200,000 per year.	Head of Finance	Orbis, Procurement, Contract Managers	2020-2023
	4.7.2	<b>Review the procurement strategy</b> to ensure alignment with sustainability and social value goals.	Head of Finance Strategic Sustainability Manager, Head of Wellbeing	Orbis, All suppliers	Summer 2020
	4.7.3	Ensure <b>maintenance of the contracts register</b> .	Head of Finance	Orbis	Ongoing
	4.7.4	Deliver on-going <b>contract management training</b> to improve soft and hard skills in managing suppliers and contracts.	Head of Finance	Orbis	Ongoing