



## PLATFORM 4

# SERVICES & SOLUTIONS FOR OUR PLACES

Often the greatest efficiencies come from the power of doing things locally, at the human scale, not about “aggregating up to the largest scale possible”



As Local Government, we have historically been poor at focusing on the needs of an individual person and enabling them to manage those needs, and navigate easily through our bureaucracies to get what they require when they need it to control their own lives.

New technologies, new business models and new digital mindsets are having a profound impact on how we now approach designing services (and increasingly solutions, at times provided by others rather than services by us).

# THE PLATFORM ELEMENTS

The Platform that we as Councils will provide in terms of our services needs to be one in which:

- It's easy for people to **GET WHAT THEY NEED FROM US FIRST TIME** with the minimum amount of faff. That we standardise, simplify and specialise for those requiring additional inputs and support
- We use our new technologies and data **TO DESIGN SERVICES AROUND THE INTERESTS OF INDIVIDUALS** and communities (Circles of Interest) rather than around the functional blocks of service providers
- Where practical we **COMBINE OUR SERVICE OFFER** and other elements of platform building with other institutions
- We **JOINTLY COMMISSION** (and encourage our partners in public service) **TO DESIGN AROUND THE INDIVIDUAL**, encourage people to have the maximum amount of power and flexibility over their lives, don't look at people's problems through professional lenses and recognise that most people run most of their lives very successfully without our help most of the time
- We enable people to join the platform by which we mean that individuals and communities get **PRACTICAL EXPERIENCE OF DESIGNING SERVICES** and solutions so that they can continue to own and refine them over the longer term
- We further develop our **FINANCIAL STRATEGY** and capacity given the changing role and nature of local government financing. As we increasingly move from annual budgeting to more of a Profit and Loss and Balance Sheet approach, we need to up our capacity at service level and as strategic financiers to ensure income streams are generated, risks are managed, assets are sweated and that as grant is reduced by the Government we are able to "mind the gap"

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...WE NEED TO  
UP OUR  
CAPACITY

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- We continue to develop our **DIGITAL CAPACITY AND CAPABILITIES** and begin to support others in building the platforms on our digital foundations. We will begin a programme of radical service redesign (using and drawing together UxD and ethnographic approaches and design principles). We will exploit Infrastructure as a Service ("Clouding") and we will look to partner with others where economies

of scope and scale make sense. We will grow our digital programme capacity across the organisation as well as our ability to deliver digital changes in a programmatised way

- We will use our new category management approaches to drive **REAL PROCUREMENT SAVINGS** across services.

COMMITMENT		ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES	
4.1	Drive significant service redesign of council services using SameRoom service design methods and digital platform technologies, including the provision of new multi-agency services.	4.1.1	Continue to develop our SameRoom service design offer to help address local system challenges including young people and mental health, homelessness and loneliness & isolation, and providing digital prototypes & products where required.	Director for Digital & Resources	West Sussex County Council, Coastal West Sussex Coastal Commissioning Group	September 2018 - Preventing Homelessness Design September 2018 - Loneliness project kick off October 2018 - Branding and public blog
		4.1.2	Develop mobile first, end-to end digital services that people prefer to use, redesigning whole service models using SameRoom methods, putting citizen needs at the centre, increasing customer satisfaction, driving out inefficiency and reducing call demand.	Director for Digital & Resources	Ministry for Housing, Communities and Local Government	September 2018 - Housing repairs November 2018 - Waste phase 2 self service March 2019 - Revenues & benefits self service
		4.1.3	Improve our data analysis, customer research and feedback methods to build clear insight into citizen experience and service performance.	Head of Customer and Digital Services	West Sussex County Council Data Insight Team, Ministry for Housing, Communities and Local Government, Open Data Institute	December 2018 - Improvements in service data March 2019 - Real-time service performance
		4.1.4	Run experiments with new technologies such as interactive voice control, robotics and sensor technologies to create new digital options when redesigning services.	Head of Customer and Digital Services Director for Digital & Resources	Amazon, Google, Cityfibre, Brighton & Hove City Council	September 2018 - Live test of voice-controlled ordering in clinical waste September 2018 - Demonstration from Brighton & Hove City Council on sensor technology in social housing
4.2	Exceed annual £600,000 income growth targets in support of the councils' medium term financial plan, through better market research and a step change in marketing strategies, and creation of new business initiatives	4.2.1	Develop an improvement model for income growth that can be tested and rolled-out, through an exemplar project in waste & recycling, testing methods for business model development, planning, branding and marketing.	Director for Digital & Resources Head of Environmental Services		July 2018 - Waste exemplar (garden and trade waste) start September 2018 - Develop invest to save proposition for digital marketing post
		4.2.2	Identify new opportunities for income growth through new business model canvas workshops as part of a revised service planning process, creating invest to save business cases for assessment.	Director for Digital & Resources Chief Financial Officer		June/July 2018 - Workshops
		4.2.3	Deliver savings from procurement (£750,000 target over 2017-2020) through spend analysis and category management, ensuring opportunities for social and environmental value creation are given proper consideration to deliver against our overall platforms strategy.	Director for Digital & Resources		2017/18 - £200,000 in savings achieved By March 2020 - £750,000 in savings achieved

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4.3 Use the Councils' land and buildings to support our financial and social economies, and support the Councils' financial sustainability.	4.3.1 Undertake a thorough examination of our property holdings in Adur and Worthing and other partners – prioritise opportunities for new homes, businesses and revenues.	Head of Major Projects and Investment		Autumn 2019 - Publish comprehensive Asset Management Plan
	4.3.2 Use the Councils' Strategic Property Investment Fund to deliver new revenue streams and support investment projects.	Head of Major Projects and Investment		Spring 2018 and onwards - Annual progress report September 2018 - Estates digital application December 2018 - Compliance digital application
4.4 Developing and improving our core capabilities, processes and skills to ensure delivery of our ambitions across our Platforms strategy	4.4.1 Launch a leadership & management apprenticeship offer accessible to partner agencies, within a new organisation-wide learning offer using action learning and peer to peer methods, supplemented by high quality external training and facilitation.	Director for Digital & Resources Head of Human Resources	Coastal West Sussex Coastal Commissioning Group and St Barnabas House Hospice	September 2018 - First leadership & management cohort
	4.4.2 Develop our cross-functional teams by creating enabling project management and governance approaches for major projects, property investment, commercial development and service redesign, providing enabling internal support resources and using external specialists when they are needed.	Director for Digital and Resources Chief Financial Officer Head of Legal Services Head of Major Projects and Investment	All Directors, Heads of Service	September 2018 - Project management and governance framework and guidance
	4.4.3 Provide high quality digital productivity tools including a smartphone refresh and Google Team Drive (with large scale file migration).	Head of Customer and Digital Services		June 2018 - Smartphone refresh completed October 2018 - New telephony managed service provider Oct 2018 March 2019 - Full deployment of Google Team Drive
	4.4.4 Deliver a centralised, comprehensive contracts register, and provide training to contract managers across the organisation, with appropriate checks and challenges and including training on driving social and environmental value from contracts.	Chief Financial Officer Director for Digital & Resources	All Directors, Heads of Service	September 2018 and regular training thereafter
	4.4.5 Reviewing our debt management arrangements, to ensure effective and efficient operations, and that recovery is appropriate to circumstances, sensitively handled and joined up.	Director for Digital & Resources Head of Revenues & Benefits Chief Financial Officer	Department of Work and Pensions, Citizens Advice Bureau/Financial Inclusion Group, Customer and Commercial Board	December 2018

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	4.4.6 Ensure GDPR compliance by delivering improvements against a comprehensive action plan and using dedicated resources. Harness the opportunity provided by the new General Data Protection Regulations (GDPR), putting privacy and trust at the centre of our relationship with citizens.	Head of Customer and Digital Services		<p>July 2018 - Update report to Joint Governance Committee</p> <p>August/September 2018 - GDPR training to members</p> <p>August/September 2018 - Comprehensive action plan is being delivered</p> <p>September 2018 - GDPR training to all staff by</p>
4.5 Develop a communications service that champions the places, people, councils and projects of Adur and Worthing creatively, professionally and cost effectively	4.5.1 Continue to develop an effective agency model, providing a sustainable and high quality strategic communication service to internal and external clients.	Continue to develop an effective agency model, providing a sustainable and high quality strategic communication service to internal and external clients.	Heads of Service, community and public sector partners	December 2018 - next phase of agency development
	4.5.2 Promote and protect the Councils' brand and reputation in all forms and in all media, and ensuring that the Councils are a reliable and trusted source of information to our Communities.	Head of Communications	Heads of Service, local, regional and sector press and media	Ongoing
	4.5.3 Continue to develop social media as an appropriate, effective communications channel.	Head of Communications Heads of Service	Community and public sector partners	Ongoing