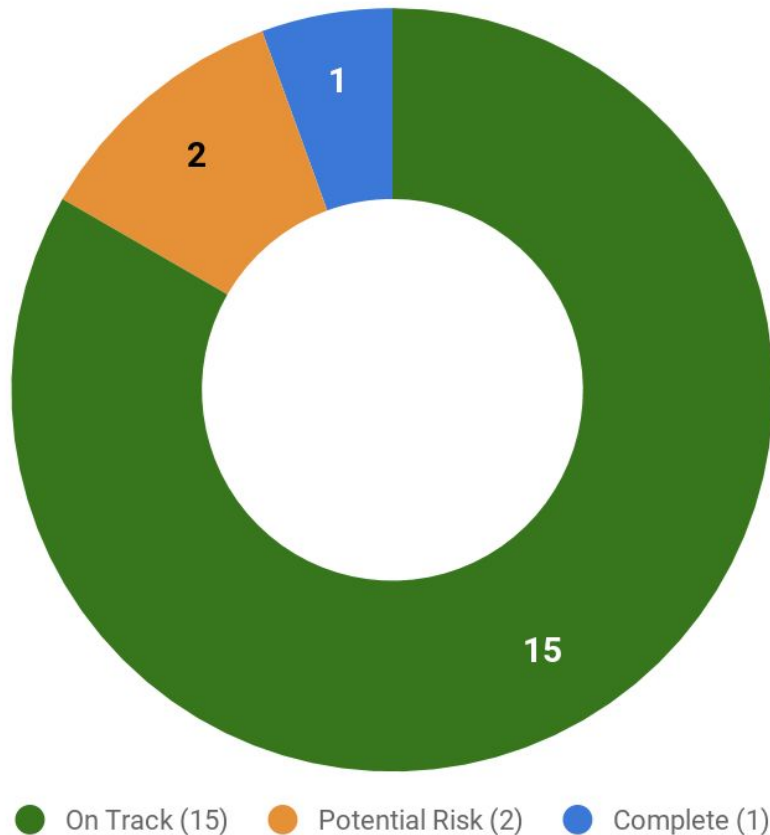


Commitment Tracker



Overview : last six months

An important part of our financial strategy has been commercialising aspects of our services to generate revenues for the Councils. Our Environmental Services have finished the branding and marketing development of our trade waste services. Our Communications services are also pursuing opportunities to tell stories about our places. These commercial approaches will also improve the quality of services delivered to residents and support the delivery of service more broadly across the Councils.

A critical element to our financial strategy has been our digital programme. The Councils innovations with waste services and housing repairs have recently received national recognition, and are just two projects in a wider programme of nearly fifty digital innovations implemented or underway.

Platform Highlights : last six months

- Our digital programme:** The Councils were shortlisted in the Digital Transformation category for MJ Local Government Awards in recognition of our low code development approach and the sophisticated products developed on the MATS platform for Environmental Services and Adur Repairs. The Digital Programme now has four active programmes and 49 projects, with a further four projects identified. The Councils were also shortlisted for Digital Council of the Year (Digital Leaders 100 awards)

and awarded Regional Digital Champion award 2019/20 (Digital Leaders 100 awards).

2. **Designing new solutions:** The Councils were selected as one of eight areas to work nationally with the Design Council and LGA on a design in the public sector challenge. Bringing together others partners from across different sectors, we have been using design thinking to focus on how we might develop the work and skills approach for those that are in our temporary accommodation in much more imaginative ways. The implementation of this work is being developed and co-led by our across the Communities and Economy Directorates.
3. **“Effortless”: Customer Service-** We have launched the “Effortless” programme, which aims to improve the customer experience across the councils. Key achievements to date include: customer service health checks completed with key heads of service, in-depth customer interviews completed with 36 customers, prototype design for a corporate customer service dashboard in place, improving functionality of our Salesforce (CRM) and starting work to renew webpages for four services.
4. **Telling our stories:** There is continued growth of our audiences across the Councils social and traditional platforms
 - a. Facebook monthly reach - 106,000
 - b. Twitter followers - 8,000 (up 5% in the last six months)
 - c. More than 50 front pages in local and regional media
 - d. Regular features on BBC South, ITV Meridian and BBC Sussex radio
 - e. #OurStoriesYourCouncils - 95,000 reach in four months from six council bloggers from across areas as diverse as planning to wellbeing and foreshore to digital.
5. **Our commercial ambitions:** Environmental Services has finished the branding and marketing development of our commercial waste trading arms to enable our trading services to operate under a strong, trusted and vibrant brand to increase and maintain our commercial trading opportunities.
6. **Reviewing our HR Policy:** The HR policy review is well advanced, creating fewer, more accessible policies along with a very well received new Staff Handbook for new starters and all staff which was co-produced by staff across the organisation.

Challenges

- 1. Medium Term Financial Strategy:** With significant additional pressures on the councils' finances, and uncertainty in relation to the timing of the Fairer Funding Review, these are difficult times for the budget. However, a strong strategic programme is in place with a coaching support model for senior leaders to help develop options in addition to the successful strands already in place.
- 2. Management and Pricing of Councils' Assets:** Further consideration is required in managing and marketing the Councils efforts to activate our public spaces. Seafront space planning continues to be critical, and a challenge. The Worthing seafront is starting to see significant change, for example, the forthcoming Worthing Observation Wheel, new restaurants, therefore we continue to plan the 'movements' effectively to ensure minimal disruption (to the public, concession holders, event organisers etc.) We also need to identify sustainable commercial arrangements with concession holders and events, balancing market value with policy objectives in developing a sustainable model.

Future Focuses

- 1. Workforce strategy:** We will develop a workforce strategy over the next 6-12 months which will assess workforce demographics, recruitment and retention patterns, and the development of modern skills for the 21st century, such as commercial, service design and digital. Adur & Worthing are leading nationally on the development of a Service Design apprenticeship which is expected to be established to support the development of the profession across public, private and third sectors.
- 2. Strengthening our Capital Programme:** A new supplier framework will be developed for maintenance & inspections to improve proactive maintenance and compliance across our asset base, while delivering better value for money. The capital programmes for Adur Homes and the corporate estate are also being strengthened under new leadership and use of stronger project management methods.
- 3. Building up SameRoom service design capability:** with learning and development opportunities for a wide range of staff, and exploring the creation of a freelance network to provide skilled capacity when needed, which could develop into a commercial service offer.

- 4. Using data in prevention:** Use of data to provide an early indication of residents getting into financial difficulty and helping us work more proactively and preventatively.