

Workshop	DIGITAL INCLUSION / INNOVATION (led by Cllr Latouche)	THE OPPORTUNITY OF LOCAL (led by Cllr Walsh)	ORGANISATIONAL CULTURE (led by Cllr Davis)	MULTI-CHANNEL APPROACH (led by Cllr Walsh)
Vision	Residents are able to easily access our services through the most suitable channel with all our channels accessible for all and our website and online services easy to use and centred on our residents.	We will do the right thing, at the right time, for the right person, for the right reasons and in the right place. We will provide services that deliver social value for the communities we serve. We will prioritise complementing our existing statutory and community infrastructure where it exists, but also be open to developing new initiatives where necessary. We will design, deliver and evaluate all of our services against our residents' needs and feedback, and we will develop and enhance what we do through a continuous reflection and improvement cycle. We will deliver local services in partnership, but be respectful as to the limits of voluntary organisations and volunteers.	We are Team Lewisham and we do things the Lewisham way. We are there for our residents' life journey – the everyday issues as well as life's key moments. We work together creatively and collaboratively. Staff and members alike know what good services look like and focus on shared outcomes. Initiative and new ideas are encouraged and rewarded. We treat residents as partners and see them as whole people, not individual issues. Our focus is on providing the best experience for our residents.	We will effectively respond to your needs via a broad range of channels that are flexible and equitable. We understand that for some of our residents/customers we will need to provide an enhanced level of support to make sure you can access our services equitably. Lewisham will listen in a way that suits you to deliver your services.
What will success look like?	<ul style="list-style-type: none"> ▪ The website should be easily navigable with residents able to find and access the pages they need quickly and efficiently 	The session considered what 'Opportunity of Local' meant to them in the context of good service design. Key themes that emerged included:	<ul style="list-style-type: none"> ▪ A good organisational culture should be of benefit to employees of the Council and the results of a positive culture should be tangible 	The session considered what 'multi-channel approach' meant to them in the context of good service design. Key themes that emerged included:

	<ul style="list-style-type: none"> ▪ The website needs to be reliable and work well ▪ There should be an alternative method to contact people if the website route fails which should be sign-posted at the appropriate points on the website ▪ The telephone system needs to work. If it uses voice recognition it must recognise the words being spoken ▪ User-testing on the website should be carried out and should include consideration of a range of people such as young people and those with protected characteristics ▪ The website should work well on different devices. Many people access the site via their phone and some of the areas don't work well in this way currently. When user testing takes place different devices should also be trialled 	<ul style="list-style-type: none"> ▪ Circular economies: communities using their local business providers / keeping spend in Lewisham / being conscious of where we spend our money as a council ▪ Co-design – building good services with the community and end-users ▪ Using existing local infrastructure ▪ Services that work for the local area – not one size fits all ▪ Getting good intelligence from the community, tapping into local networks ▪ 'Tapping into the energy and enthusiasm born from the Mutual Aid movement to enhance (not replace) staffing roles in services. ▪ Revitalising our high streets: using community facilities, embracing 'shoputainment' and access to civic and other services ▪ Development of a 15 min civic city: establishment 	<ul style="list-style-type: none"> ▪ We can define success as a borough whose culture is well defined and articulated for both internal and external audiences – where everyone understand the mission and values ▪ Fewer calls – because people know where to access digital services ▪ More cross team collaboration and open and creative collaboration between staff, residents and members ▪ Staff living/wanting to live in the borough and residents advocating for it as a great place to live/work ▪ Fewer complaints ▪ Continuing the successes that the response to the pandemic brought. ▪ Resident satisfaction and staff morale/retention increasing ▪ The engagement carried out in Catford (for the development of the masterplan) was an example of good practice 	<ul style="list-style-type: none"> ▪ The importance of providing services/listening to residents in a way that suits them (rather than the Council) ▪ Focus on the view/experience of residents/customers rather than on differences between services ▪ Open and transparent communication with residents ▪ Transparency forming part of the quality assurance process ▪ Lots of requests are received for members by telephone – which isn't always practical. The Council should respond to queries on social media (but there should be ways to 'filter out noise') ▪ Too many platforms for members (and the Council?) to review and on which to respond ▪ Anonymity online and on social media – some members will not engage
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		<p>of hubs for simple services</p> <ul style="list-style-type: none"> ▪ Rebuilding our communities post Covid: community hubs reminding people to come out of the house; promoting our local shops ▪ Services that are agile and constantly improving based on feedback 	<ul style="list-style-type: none"> ▪ The 'brand' of the borough is important – and this is emphasised by the profile of the 'borough of culture' 	<p>with anonymous accounts</p> <ul style="list-style-type: none"> ▪ There should be systems and processes for joining up contacts from residents – which allow officers across the organisation to view a single file of resident information and interactions – and 'no wrong door' (meaning any officer should be able to facilitate/direct residents to the right services) ▪ The importance of the democratic process in setting the direction of the Council – and expressing the views of the majority party ▪ The need for services to be flexible enough to meet the needs of different (and diverse groups of) residents ▪ The Council should be clear about the channels it uses and the service standards to which it would work ▪ All technology used by the Council should enable clear
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				communication – and be intuitive for residents
What are the barriers, challenges and opportunities?	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ The website design needs to be joined up with service providers. (If things are easy to report but then actions not followed up that would make a poor user experience of the website) ▪ The digitally excluded need to be considered. It should be clear to residents how and why to use digital but that alternatives will be available for those that need them ▪ Managing public expectations needs to be part of it as the Council is under severe financial pressure. Quick wins could be better than something that is highly aspirational <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Communicating clearly with residents about the best way to access services so they know how to do things 	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ 15 min civic city – it hasn't worked in some other local authority areas perhaps because of economies of scale. Might it create enclaves or even ghettos? ▪ Officer inertia and resistance: we need to recruit the right people who are buying into the vision and are enthusiastic about it ▪ Lack of funding from central government: we need to use P/political levers to push forward. Officers need to talk about the practical challenges too ▪ Transitional period – we can't do everything all at once: need to be open to residents that it will be bumpy at first ▪ Tap into 'local' mind set and the continued push from residents to care about their own neighbourhood <p>Opportunities:</p>	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ Home working – officers can't communicate effectively and managers can't influence culture ▪ Resources/WFH/Legal framework/risk ▪ Inability of politicians to tolerate failure on the journey to success. ▪ Do people know what other teams are doing? ▪ Is their organisational buy in to culture change or is there change fatigue/memories of past failed change programmes? Is there management buy in? ▪ Officers feeling demotivated due to cuts and redundancies ▪ Reward structure not incentivising staff to take initiative and be creative <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Officers and members working together rather than officers managing members and members holding officers to account 	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ The pros and cons of enabling contact through different channels (and whether the Council should commit to responding on a range of channels or just a defined set) ▪ The distinction between 'needs' and 'services' as well as that which is within the gift of the Council (and/or its partners) to provide ▪ The Council was not always forward thinking in terms of the funding decisions it made <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Being aspirational and acting confidently and efficiently rather than just 'trying to do our best' ▪ Lack of funding was a question of prioritisation – the Council still spends a lot of money – even if it has less than it used to ▪ There should be open and honest communication with

	<ul style="list-style-type: none"> ▪ The range of services included under digital inclusion is broad – breaking down to smaller deliverables helps to monitor output ▪ Increasing digital access to services is important for efficiencies to protect other services. Residents should be encouraged to access services digitally by these being excellent rather than by the alternative methods (such as phone) being poor. • Focus on point of view of resident ▪ Thinking about how the website tracks individuals could be useful. i.e if it recognises users automatically ▪ Apps could play an important role. The same user-testing would be needed to make sure they were appropriate and user-friendly. (Others felt a properly working website was key rather than requiring residents to download additional apps) 	<ul style="list-style-type: none"> ▪ Tap into our experienced residents/officers/councillors' wisdom before spending £££s on outside consultants ▪ Communicating what is available where, use our existing comms channels, develop new ones ▪ Have a usable directory of services and where/how they can access them ▪ Could i-casework be used directly by residents? We need to update our social contract with residents – what are we going to provide and what are we going to step back from? Clarity and transparency, including the reason why, i.e. central government ▪ Increased partnership working: explore creative ways to do crowd funding, use digital platforms, support seed funding, develop match funding ▪ Penetration of technology: 96% of the population now have 	<ul style="list-style-type: none"> ▪ Building on the successful new ways of working developed during the pandemic response ▪ Develop a shared understanding of what a good service is (ref: Lou Downe) ▪ Develop a participatory brand – position the borough as an open, connected, collaborative and productive place to base a creative, starter or SME Businesses; with access to talent, ideas and great space ▪ The Council should have a clearly articulated vision ▪ Home working might cause problems in terms of communication – and with developing a shared culture ▪ The risks of innovation (and failure) in the delivery of Council services was a challenge – because of the vital nature of services ▪ The relationship between officers and members should be collaborative 	<p>residents about why decisions were being made</p> <ul style="list-style-type: none"> ▪ The potential to use 'meta data' to target services .towards users in a way that is best for them ▪ Recognising the diversity of barriers to access – and being able to tailor contact channels to enable access. Members had mixed views on the emergence of new platforms and channels for communication – some members believing that this presented a barrier – and some that it was an opportunity to engage more broadly (particularly with young people)
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