



## Welcome!

A very warm welcome to Adur & Worthing Councils. It's great to have you on board.

This Staff Handbook is designed to give you access to everything you need, not just in your first weeks, but throughout your time with us.

When I think about the people that work here, two words come up - care and ambition. We provide a huge range of services to our communities, doing as much as we can to help people live good lives. From parks and open spaces, housing support, public loos, street cleaning through to supporting charities and local businesses - our people care about delivering great services, and do it every day.

We also have real ambition. In a tough financial climate, councils can either retreat and try to survive, or strive to rethink their role and lead the regeneration of place and help galvanise community action. You've joined two councils with huge ambition for our places and the people that live, work and visit here. Congratulations!

After all is said and done, what I personally find most satisfying and energising is that we have been learning to work very collaboratively together over the last few years, both internally and with partners. We might come from different teams or even organisations, but people tend to work together incredibly well, understanding each other, respecting contributions and delivering shared goals - rather than scoring points. Of course, it's not

always like that, but it's what I see a great deal, and it's growing as each person steps into that way of working.

This Staff Handbook is a great example of how we try to work. It's been written by people from across the organisation who have given their time to create something that we hope helps you throughout your time with us. It's not just designed for new starters, but is a reference guide for everyone.

I'm really proud to work for Adur & Worthing Councils. There's a great bunch of people working here doing amazing things. Thank you for joining us and all the best getting started!

**Paul Brewer**

**Director of Digital & Resources and member of the People Working Group (who created this handbook)**

## How to use this handbook

You may be reading this as a potential employee, someone on their first day working in the organisation or as someone who has worked with us for a number of years. Whoever you are, we hope you find this handbook useful.

If you're reading this handbook in paper form, you'll see that it contains a number of links to pages on the internet and intranet. If you're particularly interested in learning more about the different areas but don't have access to the intranet, get in touch with your manager and they'll show you the relevant pages.

Likewise, if you're reading this as a potential member of staff, you won't be able to access all the information - our intranet is not currently open to the public. But we hope this gives you a feel for us as an organisation, and once you've got a job with us, you'll be given access to the intranet and will have access to all the links.

If you're viewing this handbook as a google doc or PDF, please use the interactive menu (on the next page) to select the information you wish to read. You can alternatively use the search function (CTRL + F) to find a particular piece of information.

This is a 'live' document and will be updated as and when appropriate - it belongs to everyone working for the Councils. If you see some information which is out of date, please make a suggestion (this document is 'edit' enabled so you can propose changes) or email [hrtraining@adur-worthing.gov.uk](mailto:hrtraining@adur-worthing.gov.uk) to put forward an amendment.

# Staff handbook contents

1. [Our local authorities](#)
  - What we are responsible for
  - Political make-up
  - How decisions are made
  - Staff relationships with our Councillors
2. [The communities we serve](#)
  - The Corporate Contact Centre
  - Effortless Customer Service
3. [Onboarding & building relationships](#)
  - Trello
  - Buddying
  - Deep dives
  - Meetups
  - How you can build relationships
  - Getting your face known through Google
4. [Staff benefits](#)
  - Pay
  - Pension contributions
  - Annual leave
  - Flexible working/accrued hours
  - Making a difference
  - Employee Assistance Programme
  - Well@Work
  - Staff Loans
  - Staff social club
  - Volunteering
  - Unison
  - Other benefits
5. [Your development](#)
  - 1:1s
  - Training
  - Development for leaders/managers
  - Apprenticeships
  - Library
  - Coaching
  - People Working Group
6. [Important policies & statements](#)
  - Platforms for our Places
  - Corporate Sustainability
  - General Data Protection Regulation
  - Keeping you and others safe
  - Office security

- People policies
- Customer of concern
- 7. [Our departments and what we do](#)
  - The Chief Executive's Office
  - Communications
  - Environmental services
  - Housing services
  - Wellbeing
  - Sustainability
  - Revenues & Benefits
  - Finance
  - Legal Services
  - Facilities & Technical Services
  - Human Resources
  - Customer & Digital
  - Planning & Development
  - Culture
  - Place & Economy
  - Major Projects & Investments
- 8. [Practical information](#)
  - Google & IT systems
  - How we communicate
  - Making meetings easy
  - Our main work sites
    - i. Commerce Way
    - ii. The Shoreham Centre
    - iii. Portland House
    - iv. Worthing Town Hall
- 9. [Glossary of terms](#)
- 10. [Frequently Asked Questions](#)

## Our local authorities

In 2008 Adur District and Worthing Borough Councils joined up and we are now known as *Adur & Worthing Councils*. Joined up means that a single management team runs council services, but politically the two councils remain separate. They are able to make different decisions, although this doesn't happen a lot. Most teams have been fully merged for some time but some services are only delivered in one area, such as culture in Worthing or Adur Homes in Adur. Adur and Worthing are different places with different communities and we need to work with that in mind.

### '&' and 'and' - what's that about?

You may notice that in different places we use an ampersand (&) or an 'and' when we are talking about Adur and Worthing and the Councils. In general:

- Use an ampersand (&) when talking about the organisation or staff - *Adur & Worthing Councils health and wellbeing team run a range of programmes...*
- Use 'and' when talking about the Councils as a legal authority or groups of Councillors - *the Leaders of Adur District and Worthing Borough Councils or Adur District Council and Worthing Borough Council have agreed to....*
- Use 'and' when talking about the places: *communities across Adur and Worthing...*

Find out more about logo and branding in the Councils on the intranet: [branding](#)

## What we are responsible for

Local government in England operates under either a one tier system - unitary authorities, or a two tier system - county and district councils. In West Sussex we operate a two tier system.

### County councils

[West Sussex County Council](#) covers the whole of the county and provides the majority of public services in West Sussex. Their responsibilities include: education, highways, transport planning, passenger transport, adult and youth social care, libraries, waste disposal and strategic planning.

### District councils

Adur District and Worthing Borough Councils are two of [eight districts in West Sussex](#). Our responsibilities include housing, leisure and recreation, environmental health, waste collection, planning applications and local taxation collections. Worthing has 'Borough' status by virtue of royal charter, allowing for the Council, among other things, to elect a Councillor annually to act as Mayor. The Mayor chairs Council meetings and represents the Council at civic functions, whereas Adur has a Chairman who carries out similar functions in the District.

[Adur and Worthing organisation structure and service breakdown.](#)

# The Political Makeup of our Councils

You can see the political makeup of the Councils on the Adur & Worthing Councils website.

- [Adur](#)
- [Worthing](#)

## How are decisions made?

Elected members are responsible for making major decisions for the Councils - this may be done:

- at full Council,
- by a Committee, or
- an Executive Member.

Both Adur and Worthing Councils operate using a Cabinet system. The Leaders of each Council nominate Councillors to act as Executive Members with specific areas of responsibility ([Adur](#) | [Worthing](#)). Our Executive Members also meet as the Joint Strategic Committee and Executive Committees to make certain decisions or make recommendations to full Council. This differs from Committee systems where Councillors sit on committees with specific areas of responsibility, to make decisions or make recommendations to full Council.

Officers may also have the ability to make decisions (through specific statutory or delegated responsibilities). If you are unsure about who can make a decision, talk to your manager or contact legal services or democratic services.

Areas like planning or licencing; and oversight and scrutiny of specific issues, are dealt with by each Council separately. Other areas are dealt with jointly, such as:

- the Joint Strategic Committee makes decisions or recommends proposals to each Council
- the Joint Overview and Scrutiny oversees the work of Executive Members and Officers across both Councils
- the Joint Governance Committee ensures our joint working arrangements are working effectively
- the Joint Staff Committees looks after Human Resource Policy and senior staff appointments.

You can explore where and when decisions are made on the Adur & Worthing Councils website: [meetings & decisions](#)

## Staff relationship with Councillors

It is our responsibility to keep Councillors informed in an impartial and professional manner to enable them to make decisions and represent their ward. The way this is done varies in different teams - some teams have one point-of-contact for Councillors (most probably the Head of Service), others have many people who communicate with Councillors. Speak to your manager or Head of Service about how your service manages contact with Councillors.

[Return to table of contents](#)

## The communities we serve

We are all here to serve the residents of Adur and Worthing. Without them, the Councils (and all staff) wouldn't be here. And so responding to customers is a fundamental part of each and every person's role.

We all take responsibility for responding to customers by:

- Sharing team responsibility to provide cover to our customers (both on the phone and in person when required) between 0900 and 1700 as a minimum
- Logging into our phones when at work
- Stating our name and the name of our team when talking to customers, so that they know who to come back to if needed
- Having a clear and up to date voicemail message so that people can leave a message if we're not able to answer the phone
- Picking up calls for others if they're away from their desk
- Ending calls with any customer by clearly stating what actions will be taken and by when
- Updating any records with the actions taken so others in the Councils are aware of them

These expectations ensure that we are clear and consistent about how we interact with the residents and businesses of Adur & Worthing.

## The Corporate Contact Centre

The majority of incoming telephone calls from the public come into the corporate contact centre. This busy team is responsible for resolving the vast majority of calls at the first point of contact and will provide both information and advice on a wide range of council services, whether it's helping a customer with a missed bin or resolving a complex and multi-faceted query for someone looking for help with housing benefit and council tax support. Some of our calls are a couple of minutes long, whilst others can be 40-50 minutes each. The team is very far removed from a switchboard and is instead an advisory team that is expected to develop and maintain breadth and depth of knowledge. When necessary, the contact centre will pass a customer on to other teams (in line with escalation procedures agreed with each department).

Every new employee is asked to spend at least an hour in the customer contact centre (and/or on front desk in Portland House reception) to get a feel for the work they do and to understand how you can help them to answer our customer queries as promptly as possible.

## Effortless Customer Service

We are currently looking at how we can improve the customer experience with a programme (collection of individual projects) called 'Effortless' - this involves three main strands:

- 1) Performance and Insight - we will be talking to service colleagues to understand what quantitative and qualitative data on customer contact/customer satisfaction is collected by teams. We will combine this with data collected by the Insight team and we will benchmark ourselves against the best performers in local government and other industries. We will also talk to our customers, to check what they feel that good customer service looks and feels like i.e. what are their priorities for a good customer experience. Doing all of this will enable us to publish customer values and standards against which we can measure all services' progress/performance.
- 2) Culture & Behaviours - we will focus on how we can communicate customer service standards to all staff, and how we can best support staff to meet those standards (e.g. via learning and development opportunities). This strand will also focus on supporting services to look at their customer processes and to remove unnecessary steps in customer pathways and focus on positive language/signage/explanations at all access points.
- 3) Technology, Systems and Performance - this strand will focus on promoting self service for customers and on supporting services to update their areas of the councils' website. We will also be looking at how we use our corporate telephony system and how we record/share information about customers between departments.

If you would like to know more about the Effortless programme, contact Caroline Squires ([caroline.squires@adur-worthing.gov.uk](mailto:caroline.squires@adur-worthing.gov.uk)) or Jan Jonker ([Jan.Jonker@adur-worthing.gov.uk](mailto:Jan.Jonker@adur-worthing.gov.uk)).

[Return to table of contents](#)

# Onboarding

If you're new to working for the Councils, you'll have a number of different things to do in your first weeks with us.

Depending on your role, you might dive straight into your work or have time learning and meeting key people who have the information needed to get you off to a flying start with us.

## Trello

As a first step, head over to [Trello](#) and get yourself a copy of the [Adur & Worthing onboarding trello board](#). Your manager may have customised an onboarding trello board for you, so check with them before you get started using our standard one...

This board shows you the activities to complete in your first weeks and months working for us.

You'll need to copy the board to be able to use it, which is simple to do. Open the board's menu (at the top right hand side), then click "More" and choose "Copy Board."

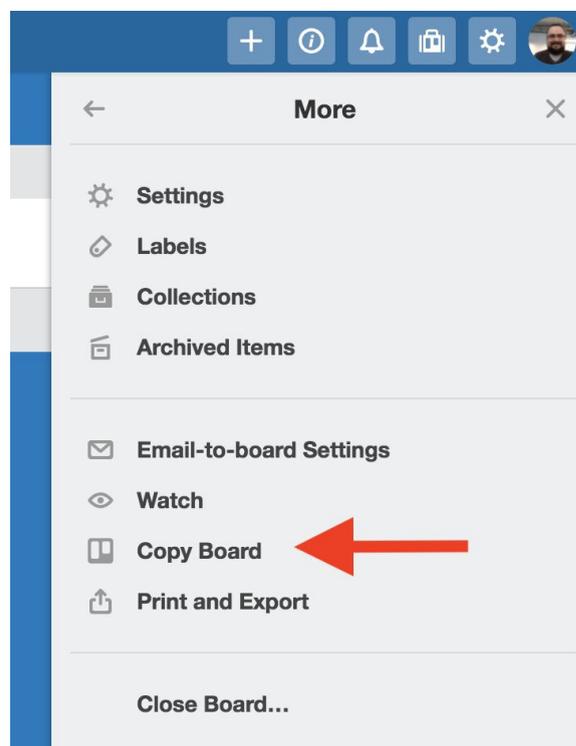
Once the board is copied, you can archive items that you've done, add more activities to complete and move things around if you weren't able to complete everything in your first week.

Feel free to create your own Trello boards to remember important information, plan your work...you can download Trello on your work mobile if you have one so you can access all the information needed at your fingertips!

## Buddying

When you start working for us, you'll be offered a buddy. A buddy is someone who can help you to settle in during your first few weeks/months in the organisation. For most people, a buddy will meet with you on your first day, check in with you to see that all is ok and answer any questions you have.

Your line manager is in charge of finding you a buddy. If you haven't been offered a buddy by them, just ask!



## “Deep dives”

‘Deep dives’ are opportunities to get to know those people who you’ll work closely with. These may be meetings set up in your first weeks with people you need to know well or you might decide to spend some time hot-desking in someone’s office to work alongside them and/or observe what they do.

The one ‘deep dive’ we ask you to do is spend an hour or so in the customer contact centre, listening to their calls with residents and business owners. This is really important for each and every member of staff to see your role in context and learn how you can support the contact centre to respond as best as they can to the needs of the public. To arrange this pop to where the customer contact team sits in Portland House or contact one of the [customer services team leaders](#).

## Meetups

Twice a year, we hold a Council-wide meet-up. You’ll be automatically invited to them during your first year with us and we encourage you to come along if you can.

You’ll hear talks from different departments, hear from one of our Directors or our Chief Executive and will have time to get to know other people who work within the Councils.

These meetups are open to anyone working for the Councils and are a great way to meet people across the organisation.

## How you can build relationships

You’ll meet a lot of people in your first few weeks with us. There are also things you can do to build relationships with people across the wider organisation...here are just a few of them:

- Go along to payday drinks (this is advertised in the staff newsletter or you can ask your manager/team for details)
- Attend a Council committee meeting
- Ask to go along to a departmental management meeting
- Spend time in the contact centre to learn more about what they do (we ask all new starters to spend an hour with them)
- Take part in volunteering opportunities (see the section on volunteering for more information)

## Getting your face known through Google

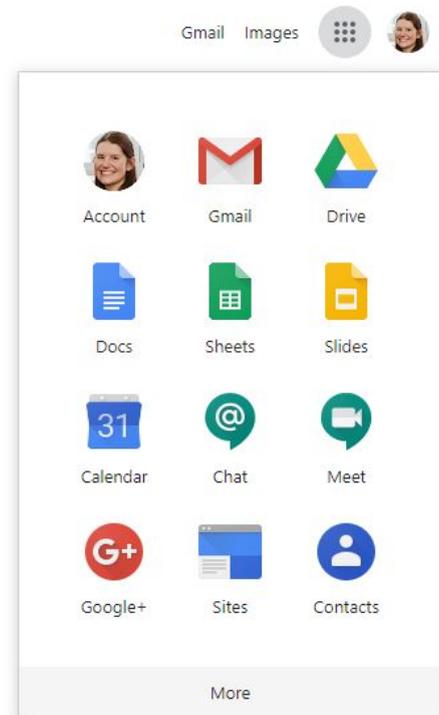
One of the first things you’ll do (if you have a google account) is set up your google profile. You’ll be able to put a photo of yourself in your profile, which is great for people to be able to know what you look like before they meet you in person.

It's really easy to do. When you get onto chrome, click on the 'nine dots' (as shown below), click on the 'account' circle. You'll be able to upload a photo of yourself on that page.

It's obvious, but worth saying that your photo should be just of you and inoffensive (no photos of you scantily clad on holiday please!).

Other people choose to put photos of something they're passionate about - their pets - and whilst we would prefer to see your face, it's something you could do if you're photo shy.

[Return to table of contents](#)



# Staff benefits

## Pay

Payday for all Adur & Worthing employees is the 15th of every month (or the following Monday if this falls on a weekend). Your monthly payment is calculated for two weeks in arrears and two weeks in advance.

Salaries are calculated using the Council's single pay spine. Each post is allocated a grade and spinal column point within that grade, depending on the tasks and responsibilities that will be undertaken. Pay spines for this year are available on the intranet: [pay scales](#).

When starting with us, it is important to ensure the relevant documents are sent to Payroll and HR in plenty of time for us to set you up in time for payday.

Starter documents are sent to you as attachments with your contract of employment and include:

- Personal and banking details forms
- Equal opportunities,
- HMRC checklist (needed for tax purposes),
- Pension forms
- Your P45/P60 (if you have it)

The deadline for returning your forms (to get paid the following month) is the 25th. So if you want to get paid on 15th August, you'd need to return your forms by 25th July.

## Payslips

Your payslips will be available to view in the [MyView system](#) a day or two before payday.

Understanding your payslip is not always the easiest. If you find yourself feeling confused, or have any other queries regarding your pay, please contact the Payroll team.

Adur Payroll - 01273 263434 or email [payroll@adur-worthing.gov.uk](mailto:payroll@adur-worthing.gov.uk)

Worthing Payroll - 01903 221211 or email [payroll.inboxwbc@adur-worthing.gov.uk](mailto:payroll.inboxwbc@adur-worthing.gov.uk)

## Pension contributions

The pension provider for Adur and Worthing Councils is Hampshire Pensions Service. A local government pension scheme is not to be overlooked - it's a crucial part to the overall package on offer to you because the Councils offer a generous contribution to your pension scheme (we contribute between 17-21% of your salary each month into a pension pot for the 5.5-12.8% - depending on your salary - that you'll be asked to contribute).

More information on the scheme can be found on the Hampshire Pension internet page: [your pension](#)

## Annual leave

Leave entitlements start at 25 days (pro rata) plus bank holidays on top. Once you've worked for us for five years, you'll get an additional 3-5 days leave (depending on your pay scale) for showing commitment to us.

## Flexible working / Accrued hours

The Councils allow flexibility to support all staff to have a good work life balance. Flexible working options (reducing hours, compressing hours etc.) are detailed in the flexible working policy available on the intranet: [flexible working policy](#).

We know that people sometimes have to work additional hours to meet deadlines or attend meetings required for their role. If this is the case, you can accrue these hours and take them back at another point in time.

## Making a difference

An invaluable perk you get is to work for and serve the local community in what you do for us. This is what we often hear at interview as the main reasons people want to work for us. It's a chance to give something back, make a difference and be a part of the solution to many social issues we face.

## Employee Assistance Programme

You will have access to our employee assistance programme when working for us. It provides professional advice and support across a range of significant life events such as buying a house, starting or raising a family, returning to work or difficulties in relationships within and outside work. You can also access six counselling sessions for free over the course of a year.

## Well@Work

We have a staff wellbeing programme which allows everyone to try out activities to improve their wellbeing. This includes a staff choir, pilates classes, mindfulness sessions...different activities can be requested by staff.

## Staff Social Club

Anyone working for Adur & Worthing Councils can become part of the staff social club, with events arranged throughout the year.

Recent events include quiz nights, family events and trips to the theatre - all at discounted rates. When you become a member you will be contacted directly with information about all future events.

It only costs £1.00 per month to join and this gets deducted from your wages/salary.

To join, you should print off and complete the form (link below or can be requested from your manager) and send it directly to Theresa Cureva (Staff Social Club Membership Secretary, Portland House, 44 Richmond Road, Worthing, West Sussex, BN11 1HS).

- [Staff Social Club - application form](#)

You will be sent a welcome pack together with your membership card.

### **100 Club**

As the name suggests, there can be up to 100 Members of the 100 Club at any one time. The 100 Club is open to all Staff Social Club members, subject to availability. Members have the chance of winning cash prizes every month.

The cost is only £1.00 per month (deducted from your salary). The total amount collected each month is divided up as follows:

- £25 to a prize fund
- £50 for the monthly draw prize; and
- The remainder to the Staff Social Club funds

Twice a year, i.e. in June and December there is a **GRAND DRAW** where the amount in the prize fund is added to the monthly prize = £100 + £50 = £150. This is divided into the following prizes:

- 1st prize = £100
- 2nd prize = £50

To apply for a number please complete the application form below. After submission you will be contacted with the allocation of your number, if one is available. If one is not available then you will be put onto a waiting list.

- [Staff Social Club - 100 club](#)

Please return the form to:

- Vanessa Lavender, Room 7-9, Adur & Worthing Councils, Worthing Town Hall, Chapel Road, Worthing, West Sussex, BN11 1HA

## **Unison membership**

Unison is Britain's biggest union. Their 1.3 million members work in Local Government, Healthcare, Education and Utilities, the voluntary sector or for private companies providing services to the public.

UNISON influences the collective aspects of your working life, for example, your pay and allowances, how good the pension is you receive, your sickness policy and how it is applied,

your employer's redundancy policy, and so on. We achieve more for you if you are inside the union, as employers have to listen to us if we are strong.

Other reasons to join include the individual support you can receive: such as representation in formal meetings, legal advice, and support from solicitors at Employment Tribunals.

If you join, membership subsidies can be taken from your pay or by direct debit, based on a sliding scale according to your gross, annual take home pay. This ranges from £1.30-£22.50 per month.

Visit the [intranet](#) for more details or contact unison on [unison@adur-worthing.gov.uk](mailto:unison@adur-worthing.gov.uk).

## Volunteering

Enabling staff to volunteer in working hours is really important to the Councils. It not only provides much valued time and resource to our local charities but helps staff understand our communities better, and give something to a cause they feel passionate about. It also often provides development opportunities.

10% of our staff got involved last year - we'd love to see this at 100%!

Each year, employees have up to three days to use for volunteering. This is pro-rata if you're part-time and is at your Manager's discretion during your induction period or if you're on a short term contract.

Volunteering hours could be used to do something physical like gardening, it might be doing something you already love such as reading to children or older people, it may be sharing a specialist skill as a Trustee. What's certain, there are lots of local groups that would love to have you so please do get involved!

Volunteering guidance:

- Discuss with your Manager at the earliest opportunity, they will sign it off.
- The volunteering needs to take place in Adur or Worthing;
- It needs to be with an organisation, not for an individual; this is because we want to keep you safe and an organisation will generally have policies to look after you.
- You can use your hours for existing volunteering commitments or to try new ones.
- Volunteering can be individual or as a team building activity.

### **Want to find out more?**

Look on our volunteering intranet page: [volunteering](#)

Find volunteering opportunities on our Google+ VEnterprise page: [VEnterprise](#)

## Other benefits

We have so many other benefits that you'll be entitled to as an employee. They include:

- Reduce-rate massage (available at Worthing sites)

- Various [staff offers and discounts](#)
- There are loans for both rail tickets and bikes available for members of staff. Details are on the [intranet](#) or can be obtained via your manager.
- Subsidised leisure centre membership discounts and offers
- Free eyesight checks and up to £65 towards buying glasses if needed for office use
- Worthing Theatres discounts and offers
- Work experience opportunities for your family and friends

[Return to table of contents](#)

# Your Development

We value development opportunities (and hope you do too). When we talk about development, we don't just mean training or attending a conference, we also mean the other opportunities and activities that help us grow and develop in our roles and as people.

## 1:1s

We don't have an annual appraisal, instead, you'll have regular 1:1 conversations with your manager to talk about your performance, wellbeing and development.

Our approach to 1:1s is flexible so that you and your manager can agree the timing & location of these conversations and how often you have them. We would suggest they take place at least quarterly and in a neutral location.

In addition to these conversations, you may want to have regular catch-ups to discuss operational issues.

More detailed information about the 1:1 format can be found in the guidance notes on our intranet: [Guidance notes](#)

## Training

There are different types of training available. Have a look at what is available to you below:

E-learning	A number of e-learning courses are 'mandatory' (i.e. Health & Safety, safeguarding). There are a range of other e-learning courses that you can choose to complete. You'll be sent login details before or shortly after you start working for the Councils to the <a href="#">learning hub</a> .
Internal training	At times, courses are put on in-house if we see there is a need for a large number of people to complete it. This might be first aid, 'leading quality conversations' (how to hold great 1:1 conversations), mental health first aid, safeguarding, cyber security... You can book a place on internal training courses via the learning hub. Further details are provided here: <a href="#">internal training intranet page</a>
External Training	Each department has an allocated budget for external training, usually this covers essential training needs. Heads of Service (people who manage a 'service' area, like planning, finance, housing) approve any requests for courses. If you wish to go on external training, you'll need to complete a request form on the L&D pages of the intranet ( <a href="#">external training intranet page</a> )

Sussex Training Consortium	We are part of the Sussex Training Consortium, which provides a number of core courses (such as 'presenting with impact', project management, negotiation skills) for a reasonable price ( <a href="http://www.sussestrainingconsortium.org.uk/">www.sussestrainingconsortium.org.uk/</a> )
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We encourage the use of any free training resources you can get your hands on. One of our favourites is Future Learn (<https://www.futurelearn.com/>) and we've also heard good things about meetup (<http://www.meetup.com>) and eventbrite (<http://www.eventbrite.co.uk>) for free courses and training. There are loads of other websites out there offering free courses that we encourage you to use.

Most of our mandatory training for office based staff is available through the Learning Hub - this is an e-learning platform that we share with a couple of other Councils. You will be sent login details and a user-guide for this by the L&D Coordinator during your first week. The Learning Hub is a web page and can be accessed using a variety of devices (as long as you have internet access) - laptop/desktop computer, tablet and mobile phone.

If you don't have access to a computer at work but would still like access to the learning hub, please get your manager to request that an account be created for you (requests should be sent to [hrtraining@adur-worthing.gov.uk](mailto:hrtraining@adur-worthing.gov.uk)).

## Development for managers/leaders

If you are a line manager, you should complete 'Leading Quality Conversations' - a 2 part course exploring how to hold great 1:1s - as soon as you can. The course is held twice a year (in Spring/Summer and Autumn/Winter) and you can sign up via the [Learning Hub](#) (not yet received login details? Email [hrtraining@adur-worthing.gov.uk](mailto:hrtraining@adur-worthing.gov.uk)).

We also have a Leadership College ('College' being used in the sense of a group of professional people with aims and duties meeting together) which gathers quarterly at the solstice/equinox. If you lead - whether that's projects, people, agendas - and want to learn more about developing yourself as a leader, email Amy Newnham ([amy.newnham@adur-worthing.gov.uk](mailto:amy.newnham@adur-worthing.gov.uk)) to receive a calendar invite.

We also have a newly formed 'leadership book club' which meets bi-monthly to discuss a book collectively chosen by the group (always on a work/leadership topic). The October 2019 book being read is '[Brave New Work](#)'. To join the group and have a book ordered for you to read, contact Amy Newnham.

## Apprenticeships

The Councils pay into the Government's Apprenticeships Levy (which is a kind of tax used to fund apprenticeships training). This money can be used to pay for apprenticeship training for new and existing employees and vary in level from introductory courses, right through to master degree level apprenticeships.

Eligibility criteria for apprenticeships vary, but it is worth noting that people won't generally be able to complete an apprenticeship if they've completed similar level training in the same subject area. However it may well be possible to complete a higher level qualification in this same area, e.g. a Level 7 apprenticeship on top of a Level 5 undergraduate degree.

You can search for courses available online -

<https://findapprenticeshiptraining.sfa.bis.gov.uk/Apprenticeship/Search> and speak to your manager or contact your [HR business partner](#) if you'd like to sign onto a course.

## Library

We have a small library of books in the HR office in Worthing Town Hall that cover personal development, leadership and communication. You can see a selection of the books that are available for loan here: [Leadership Library](#).

## Coaching

Amy Newnham is a certified coach and offers 1:1 support to anyone wanting to develop in their role. If you'd like to learn more about what coaching is and how she could help you with your development, please visit the intranet page: [coaching](#).

## People Working Group

The People Working Group meets every month to work on people issues (as you might expect!). This group created the handbook you're reading, was behind employee engagement events held in 2017 and is currently looking at how we recruit staff and learn from exit interviews. Being part of the group is a great developmental experience to network with different individuals from across the Councils and have a chance to work on something completely different outside of your role. We welcome anyone from the organisation - all you need to commit to is 2 hours per month to attend the meetings and get stuck in with the work!

[Return to table of contents](#)

# Important policies



## Platforms for our Places

Platforms for our Places: Going Further is our Corporate Strategy, setting out Adur & Worthing Councils' ambition for our places' and our communities' prosperity and wellbeing over three years (until 2022) and details how we want to develop five 'platforms' including:

- Prosperous Places
- Thriving People and Communities
- Tackling Climate Change and Supporting our Natural Environment
- Good Services and New Solutions
- Leadership of Place

You can read more about this strategy here: [Platforms for our Places](#) For more information contact the Chief Executive's Policy Officer at: [platforms@adur-worthing.gov.uk](mailto:platforms@adur-worthing.gov.uk)

## Sustainability



Sustainability is important to us as an organisation, it runs through our corporate strategy, *Platforms for our Places* where [Stewarding our Natural Resources](#) is one of the five key commitments. Our Sustainability Framework [Sustainable A&W](#), sets out our commitments and actions over the next year on energy, transport, waste, water, biodiversity and carbon reduction.

We are committed to becoming more sustainable as an organisation. All staff are encouraged to consider how they can reduce their impact on the environment through their service delivery and personal actions. Here are some examples of action we are taking:

### **Sustainable Transport and air quality improvements:**

- Providing transport discounts to all council staff and businesses in Adur & Worthing through [easitADUR & WORTHING](#), for more active and sustainable travel.
- Providing staff with [loans](#) for buying bicycles for themselves and their families, and public transport season tickets.
- Working to improve local air quality through e.g. extending [electric vehicle charging provision](#) locally, providing clean ([Enterprise](#)) fleet cars and depot vehicles for council staff business use.
- Working to make walking and cycling easier and safer through our [Local Cycling and Walking Infrastructure Plan](#). Developing our own [Travel Action Plan](#) to increase sustainable and active travel.

### **Carbon reduction and sustainable energy**

- Becoming one of the vanguard local authorities in [UK100 Cities](#), pledging to achieve 100% Clean Energy by 2050. Developing our forthcoming carbon reduction plan. Reducing corporate carbon emissions so far by installing solar photovoltaic panels on our buildings and improving energy efficiency by e.g. installing LED street and car park lighting.
- Providing a free energy advice service to residents to help reduce fuel bills and keep homes warmer through our Local Energy Advice Partnership ([LEAP](#))

### **Waste reduction and action on single use plastics**

- Working towards becoming a Plastic Free Council and with the local community on their schemes to reduce single use plastics use: [Worthing Refill](#), [Shoreham Refill](#), [Plastic Free Worthing](#).
- Supporting residents to reduce, reuse, and recycle waste. Committing to increase the domestic recycling rate to 50% by 2020.
- Providing extensive recycling facilities to all our offices that includes a [wide range of materials](#) in domestic recycling collections.

## **General Data Protection Regulation**

### **What is GDPR?**

The General Data Protection Regulation deals with how we protect data we hold that can identify someone i.e. name, address and email address. It also extends to 'special category data' that is sensitive about someone, i.e. religious beliefs, political opinions, trade union membership and medical history.

### **Why is GDPR important to Adur & Worthing Councils?**

To deliver services across the Adur and Worthing region, we collect, store and process both personal and special category data on behalf of Adur and Worthing residents and businesses. We therefore need to be GDPR-compliant (or in other words able to demonstrate that we protect the personal data we hold).

### **What's my role in GDPR compliance?**

You should bear in mind the following principles of GDPR and you won't go too far wrong;

- Be transparent about how personal data is being used and only use it in ways the person ('data subject') would expect
- Only collect personal data necessary for your purpose, nothing more
- Keep your records of personal data up-to-date
- Don't store or retain personal data for longer than necessary
- Keep personal data secure
- Maintain detailed processing records

In your induction period, you'll be asked to complete GDPR e-learning which goes over the above principles in more depth. This can be accessed by all employees via the [learning hub](#).

If you have any queries or questions at all on GDPR, in the first instance please contact the GDPR Lead for your service, or the [Data Protection officer](#).

## Keeping you and others safe

We each have a responsibility for health and safety (H&S), making sure the workplace is safe not only for you but your colleagues too.

H&S will form part of your induction - with an 'H&S awareness' e-learning module to complete on your first day with us on the Learning Hub (details of how to log in here: [Learning Hub](#)). It won't take long and it's important that this is one of the first things you do when you join us.

You'll also get information from your manager if there are any additional H&S issues that need to be covered for your role. If you think there is a gap in what you need to know just ask your manager or contact the Safety & Resilience Team on 01273 263404 or [safety-resilience@adur-worthing.gov.uk](mailto:safety-resilience@adur-worthing.gov.uk)

### **If you work with a laptop, tablet or computer**

If you use any form of technology or sit at a desk for any amount of time, you'll need to carry out a workplace training and assessment (also known as Display Screen Equipment Assessment). It involves a short e-learning course and questionnaire and will help us make sure you're comfortable in your new place of work. We'll ask you to do the assessment every so often to keep you on track. If you experience any difficulties after doing the training just contact the Safety & Resilience Team (details above). They're there to help!

## Office Security

If you work in an office building most are open from 7:30-18:30. You need to make sure you keep yourself and others safe by:

- Using main entrance doors for visitors and booking them in at Reception
- Accompanying anyone who isn't staff whenever going into staff only areas
- Not letting anyone who they are unfamiliar with access through any security locked doors/lifts without first checking their identity or purpose
- Not leaving private areas of the building unbolted, unlocked, or propped open. This also applies to emergency exit doors

If you have to work after 18:30 in the Town Hall, contact the Porters (speak to them or email) to let them know. Make sure you tell them when you're heading off (although they may not always be around if they're in Portland House).

If you regularly need to work outside of office hours (because of attending committee meetings etc.) you will have your security swipe card access hours extended.

### **What happens if I need to get into the office on a weekend or holiday?**

We'd only expect you to do this if there's an emergency or through prior approval. You'll need to do as below:

1. Get approval from your line manager or in an emergency, the safety and resilience manager.
2. Get approval from the Facilities Officer.
3. Ensure that your swipe card will allow you to have access to the building on weekends.
4. You must make your presence known to the Duty Porter on arrival.
5. Ensure you comply with any lone worker procedures for your team.

## Keeping my possessions and sensitive information safe

It's your responsibility to keep your laptop, personal items or any equipment you've borrowed safe. A good rule of thumb is to not leave it alone! You should report anything missing to the Facilities Officer and to the Police if appropriate.

If your team keeps cash records or petty cash, make sure it's kept in a locked cupboard or safe within the offices.

Common sense applies to how you leave hard copies of sensitive information - make sure they're stored behind lock and key and lock any windows if you're the last person in the office at the end of the day.

## So what else do you need to know?

### Fire!

Although it may seem obvious by the many green exit signs in our buildings we want to make sure you know what to do when the fire alarm goes off. Your manager will give you the information and building tour, so if it happens, you know what to do and you'll have fire safety e-learning to complete during your induction. Be sure to ask when the fire alarms are tested in your building to avoid embarrassment by being the only one walking (not running!) out the door. If you haven't received a fire safety induction, please remind your manager or contact the Fire Safety Advisor who will take you through it.

Find out more on the fire safety section on the intranet: [Fire Safety](#)

### **Policies, Risk Assessments and Safe Systems of Work (There are lots but don't worry!)**

None of us like the thought of reading policies and risk assessments (or indeed writing them) but our H&S ones are a necessary part of ensuring your safety. As part of your induction you'll need to read the H&S Policy. There are other policies, risk assessments and safe systems of work (method statements) which you'll need to get to know - your manager will point you in the right direction. If you are unsure which ones apply to you, just ask your manager or contact us. Make sure you know the rules before you do any work.

Read the H&S policy on the intranet: [H&S policy](#)

## Reporting

If you want to report a problem involving health and safety there's a form on the Intranet. You can also find information about reporting H&S issues on notice boards located in our buildings. A problem might be something that may cause a danger to others or anything that affects your general wellbeing. When we get the form we'll do everything we can to resolve the issue or contact a person who can. We'll also keep you informed of progress if you have requested it.

Report incidents through the intranet: [Accident/Incident Reporting](#)

You can also contact us by email on [safety-resilience@adur-worthing.gov.uk](mailto:safety-resilience@adur-worthing.gov.uk)

## Safeguarding

So now that you've heard about keeping yourself safe, let's talk about how you can keep others safe, also known as safeguarding. This is about protecting everyone's right to live safely, free from abuse and neglect. As Council officers, we have a statutory duty to report suspected abuse or neglect and this is done through our **Designated Safeguarding Officers** (DSO) who can be contacted on **01903 331401**. This number will be answered by a DSO who will talk through the situation with you and then refer onto other services/support should this be appropriate. Remember it is not our role to judge but to report any concerns. For further information on safeguarding see the intranet page here: [safeguarding](#).

## People policies

We want your time with Adur & Worthing Councils to be as seamless as possible. Our HR people policies aim to provide a standard process and consistent approach for issues that arise in any organisation, including managing sickness absence, agreeing flexible working requests, determining pay and managing grievances amongst many others.

You'll be sent a copy of the Councils' main policies with your contract of employment. You can view copies of all our HR policies on the intranet once you've started working for us: [HR policies](#).

Below is an outline, in alphabetical order, of the major ones:

Disciplinary	How any misconduct will be investigated and resolved
Flexible working	How flexible working requests will be dealt with
Grievance	How any complaint raised will be investigated and resolved
Leave	All the different types of leave used within the organisation (annual leave, career breaks, special paid leave, buying and carrying forward leave)
Managing People Change	How the Councils will manage any change that impacts roles (restructures, change of location of work)

Pay & Reward	How pay bands are assigned and additional payments given to roles
Performance Support	How people will be supported to improve their performance if it is not at the standard required and the process that will be followed if performance doesn't improve
Recruitment & Selection	How we recruit and select people into the organisation
Sickness Management	How staff are supported through periods of sickness and the process followed if the level of sickness is above that which can be supported by the organisation
Stress	Guidance for managers about how to best support people experiencing stress at work

All our policies have been agreed following consultation with UNISON, the union presence at Adur & Worthing Councils.

We hope you find our policies clear and consistent, providing guidance to help you know where you stand and what's expected of you.

For queries regarding policies and procedures, please speak to your line manager or contact the HR team by emailing [human.resources@adur-worthing.gov.uk](mailto:human.resources@adur-worthing.gov.uk) or phoning 01273 263116.

## Customer of Concern Policy

Most of the people we interact with for work behave reasonably and treat staff with the same respect that we give to all members of the public. However, there are (hopefully infrequent) times when Council staff are faced with violence and abuse of a serious nature.

We take your care seriously and can exclude individuals from Council premises and make special arrangements for any necessary face to face contact with those individuals who demonstrated violent or abusive behaviour of a serious nature, which has clearly resulted in placing an employee (or someone working on our behalf) at risk.

Please look at the Customer of Concern information on the intranet: [customer of concern](#) to familiarise yourself with it.

[Return to table of contents](#)

# Our services and what we do

This section gives you a brief overview of what each area does. It's just a flavour of the work of each service, if you're interested in learning more, just ask your buddy or get in touch with someone from the area!

## The Chief Executive's Office

Our Chief Executive, Alex Bailey, his Executive Assistant is Carole Whitcombe.

### Policy

Alex is supported by a Policy Officer (Alan Higgins) who advises and supports the Chief Executive and other senior managers on cross-cutting and emerging issues, coordinates our engagement with some of our strategic partners, and oversees the implementation of our Strategic Plan - [Platforms for our Places](#).

You may encounter Alan in the lead up to Council or Committee meetings coordinating responses to questions to Executive members, following up request or information on behalf of Alex or popping up at meeting about the strategic direction of your service. Alan is also happy to speak to any service on strategic, emerging, or politically sensitive issues. Alan can be contacted at: [policy@adur-worthing.gov.uk](mailto:policy@adur-worthing.gov.uk)

### Communications

The communications team looks after a range of platforms, including:

- media handling and press releases,
- social media management,
- image and video creation,
- internal corporate communications,
- corporate identity and branding ([including logos](#)),
- website and intranet content,
- reputational management and crisis comms.

It also has a successful commercial arm, providing campaigns, copy, images, video and design to a range of internal and external providers.

Communications is headed up by Mike Gilson ([mike.gilson@adur-worthing.gov.uk](mailto:mike.gilson@adur-worthing.gov.uk)).

The team also create and curate the staff newsletter, published fortnightly, and the members newsletter, which is issued every month. If you have an idea for a story or want something publishing contact [news@adur-worthing.gov.uk](mailto:news@adur-worthing.gov.uk).

# The Communities Directorate

The Director for Communities is Mary D'Arcy. Her PA is Denise Harmer.

## Environmental Services

Environmental Services provide a refuse collection and recycling service for all residential properties in Adur & Worthing, in addition to a weekly clinical waste collection service.

They also proactively ensure that the streets are kept clean and tidy as well as providing a litter & dog bin emptying service. The service is also responsible for ensuring that all areas are kept clear of graffiti and for removal of fly tipping, as well as public conveniences, car parks and bus shelter cleansing across Adur & Worthing.

Environmental Services also provides a commercial, green and bulky waste service to local businesses, and manages and maintains both Councils' vehicle fleet.

The bereavement services team provides a dignified and respectful cremation and burial service to sensitively dispose of the deceased.

The parks team carry out grounds maintenance and management services across Adur & Worthing maintaining parks, open spaces, conservation and social housing areas; in addition to managing 15 km of foreshore and Worthing Pier, and also managing and maintaining 43 children's play areas across the districts.

## Housing

We provide a range of housing services to help those in housing need. This includes housing advice, community alarm, prevention of homelessness, support for the homeless and others in housing need and helping to keep people safely in their homes.

Adur District Council is a landlord to approximately 2600 tenants, 500 leaseholders and 1100 garage tenants and we manage those properties. We run the Housing Registers for both Adur District Council and Worthing Borough Council to make sure social housing goes to those who need it most. We have a housing supply programme with our private and public sector partners to deliver new temporary and permanent homes in both Council's areas. We also monitor and improve housing conditions in the private sector and enable adaptations for residents to live independently.

## Communities & Wellbeing

The Communities & Wellbeing Team aims to reduce inequalities in our communities and help people to live their best lives through the delivery of activities. The activities the team deliver are reviewed and refreshed regularly to respond to current and emerging priorities.

Key areas of work currently include:

- Community Cohesion

- Community Engagement
- Crime & Anti Social Behaviour
- Digital Inclusion
- Financial Inclusion
- Grants
- Health & Wellbeing - Prevention
- Social Prescribing
- Street Outreach
- Voluntary & Community Sector
- Work & Skills

### **Public Health & Regulation**

Public Health and Regulation administers, investigates and enforces a wide variety of public safety and environmental health legislation including:

- **licensing** of alcohol sales, taxi licences and street trading to name a few.
- **food health and safety** - food business registration, registration for skin piercing and tattoo businesses as well as inspections around health and safety, accident investigation and infectious diseases.
- **environmental protection** - implementing and enforcing environmental & nuisance legislation to protect the public
- dealing with **contaminated land**
- **water quality** - sampling of River Adur, private water supplies and swimming pools as well as displaying public notices of bathing water quality at designated beaches during the summer months;
- **planning and licence application consultations** - comments on planning applications with respect to noise, light, dust, contaminated land, air quality impacts;
- **dog warden services & animal welfare** - dealing with lost and stray dogs, as well as investigating animal welfare complaints, enforcing dog fouling/dogs on leash and dog exclusion areas and granting animal licences for kennels, catteries, hiring of horses, dog breeding etc.

## **The Digital & Resources Directorate**

The Director for Digital & Resources is Paul Brewer. His PA is Tricia Winters.

### **Sustainability**

#### **Revenues & Benefits**

Revenues & Benefits deal with some of the major income streams for the councils, as well as the benefits available to Adur & Worthing residents. The revenues team deals with billing and collections, including council tax, business rates, and the business improvement district levy. The benefits team provides services around benefits assessment, including housing benefit and council tax support. The benefits adjudications & overpayments team are responsible for any decision appeals and liaising with residents where an overpayment has been made. The systems and quality team works across the whole department to ensure

that the infrastructure needed to provide these vital services function, and are maintained and improved, as required.

## **Finance & Procurement**

The Finance function is made up of the accountancy, exchequer, cash office, payroll, procurement, internal audit and benefits policy and investigations teams. Here's a bit of information about what each one does:

The Accountancy Team is responsible for financial strategies, annual budgets and council tax setting, year end accounts, budget monitoring and forecasting, treasury management, tax management, completion of statutory returns and administration of the financial management system.

They also provide a supporting and advisory role for all financial matters within the Councils.

The Exchequer Team is responsible for the Councils accounts payable and receivable functions. They ensure that creditors are paid and that invoices are raised for collection of monies owed to the Councils for services provided.

The Cash Office process incoming cash to the Councils including cash collected from the car parks.

The Payroll Team is responsible for administering the payroll system, running the regular pay runs for staff and members, and the monthly payments to the Pension Scheme Administrators and HM Revenues and Customs for tax. The team is also responsible for the annual payroll returns and P60 notifications. They also provide support and advice to officers and members on matters relating to payroll.

The Procurement Team is responsible for developing and supporting the robust procurement and management of contracts and work to continuously improve the Councils procurement activities. They also streamline processes, advertise opportunities and work with suppliers to develop long term relationships.

Internal Audit reviews teams within the organisation to measure the effectiveness and efficiency of governance, risk management and control processes. The team work within an approved annual audit plan but also undertake investigations outside of this where required.

The Benefits Policy and Investigations Team investigates complaints, conducts confidential and fair investigations and takes appropriate action where fraud and corruption is suspected.

Our Head of Finance has the role of Chief Financial Officer and is also the appointed 'section 151 officer'. They hold a statutory duty to ensure that the Councils balance local service needs with corporate interests and hold overall responsibility for ensuring compliance with our financial, statutory and constitutional requirements.

## **Legal**

The legal services team is responsible for advising and supporting the council across a wide range of legal issues. The Monitoring officer role is responsible for ensuring the Council and its Members act lawfully, do not cause maladministration and comply with the Code of Conduct for Elected Members. This role includes a specific statutory duty to make public reports to the Council in cases of illegality and to investigate complaints of Member misconduct. The Property & Contracts team deal with property law, (e.g. commercial and residential transactions, and specific legal advice for Council properties) and contract law, such as drafting, negotiating and advising on Council contracts. The governance and regulatory team are responsible for civil and criminal litigation, including prosecution and enforcement action in respect of housing, environment, planning and debt matters, and general legal advice in respect to information law, and regulatory law, and regulatory law relating to the Councils' planning and licensing functions.

## **Facilities & Technical Services**

This area is built up of a number of key support services for the Council's. Housed in this team are Technical Services, Facilities and Safety and Resilience.

### **Technical Services**

The Council has a number of Surveyors, Engineers and Coastal Monitoring staff who ensure that the housing and coastal defences are effectively developed, and maintained. The property portfolio is significant and includes theatres, leisure centres, multi-storey car parks, office buildings, Worthing Pier, Crematorium along with many other assets including seafront shelters, beach huts, public conveniences and some responsibilities for our tenanted assets.

### **Facilities**

The Facilities team look after the day to day running of our operational administrative buildings, namely Worthing Town Hall, Portland House and The Shoreham Centre (Adur Civic presence). The team is primarily made up of porters and security staff who ensure the buildings are safe and open for business to our staff, residents and visitors. The staff will also be asked to help with key civic events such as Remembrance Day, Civic Ceremonies, local or Parliamentary Election counts, or important large scale public meetings. The team are responsible for our accommodation and day to day security, building operations including ensuring meeting rooms are set up in time and managing external cleaning contractors.

### **Safety & Resilience Team**

This small team is responsible for three areas of work:

**Emergency Planning** - The coordination and management of the resources and responsibilities for dealing with all emergencies (preparedness, response, mitigation, and recovery). The aim is to reduce the harmful effects of all hazards, including disasters. The work also involves developing plans and staff training as well as liaison with other

responders in Sussex and central government. This service also responds to emergencies and coordinates our response across the organisation.

The organisation has a Strategic Duty Officer who is the strategic lead when an emergency or major incident happens. Strategic Duty Officers are Heads of Service or Directors operating on a weekly rota which covers 365 days a year.

The Incident manager is normally the Safety & Resilience Manager who is responsible for coordinating resources and engagement with other responders such as the emergency services during and after an incident.

**Health & Safety** - The coordination and management of health and safety to ensure that our staff and customers remain safe. We identify accident trends, monitor workplace procedures, develop policies and investigate accidents to ensure we are compliant with health and safety legislation. This service also undertakes workplace assessments, inspections and issues eye test vouchers.

**Business Continuity** - The planning and preparation to make sure the council overcomes serious incidents or disasters and resumes its normal operations within a reasonably short period. Situations can include loss or denial of access of staff, buildings, I.T., suppliers, utilities or specialist equipment.

## **Customer & Digital**

### **The Digital Team**

The Digital team delivers 3 functions; Development, Project Management and Operations

#### **Development**

The Development team work on building new solutions for Council teams and customers. They use MatsSoft (a low-code platform) to design and create applications to help improve customer service and Council productivity. The team provides ongoing support for the built applications, along with systems support for many other critical systems such as GIS, Payments, I@W, Bacas and Academy.

#### **Project Management**

The Project Management team take Digital project requests from Council teams, establish scope, budgets and fine tune the details of proposed projects. They prioritise projects, help with resourcing, planning, discovery and development phases. They manage projects to ensure they are kept on time, in budget and succeed in their objectives.

#### **Operations**

The Operations team provides IT support to all Adur and Worthing Council employees. They look after hardware; all our servers (here and in the cloud), laptops, PCs, tablets, smartphones, printers and scanners. We are responsible for the security of the network and our applications. We also install and support all the software required for users to provide services to the public.

## Customer Service Team

The team comprises:

1. The **Corporate Contact Centre**, which takes incoming telephone calls for most council services (200,000 calls per year), and aims to resolve 95% of queries at first point of contact, without the need to refer to other council services.
2. **Face to Face teams** at Portland House and the Shoreham Centre who welcome 80,000 visitors per year and answer queries across most council services as well as providing detailed advice on benefits and housing issues.
3. **The Insight team**, which produces and analyses data on customer contact, monitors customer feedback on the councils' social media streams and manages our complaints & compliments process. This team also deals with requests for information received under the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR).
4. The **Business Support Team**, which provides specialist administrative support services for Revenues & Benefits and which undertakes corporate administrative duties such as managing the post room, issuing ID and car parking badges, processing of invoices and providing rail warrants.

Operationally, the team exists to provide the first point of contact for customers wishing to access council services, or information about those services, and to resolve as many queries as possible at that first point of contact. Strategically, its role is to drive the customer service agenda across the councils, by working with other services to improve customer journeys and the customer experience.

## The Elections Team

Electoral Services continually update a register for all people eligible to vote. This includes people living overseas and service men and women. We encourage participation in electoral events which we plan and organise from start to finish. Electoral events include local, parish, county, parliamentary and police and crime commissioner elections, and local and national referendums.

To give you an idea of the scale of our work, we currently have around 133,000 electors, around 21,000 of which vote by post on our electoral registers. At the last major election in 2019, we recruited and paid 298 staff for 330 posts, directly training over 100. We booked and organised equipment and staff for 63 polling stations for 130,898 electors.

All staff are encouraged to work with the team to carry out various tasks to deliver elections, (every first Thursday in May, in addition to other unscheduled elections), and in the Autumn directly contacting households to ensure they are registered to vote. You can work in polling stations, count votes and various other jobs. Staff are paid for these jobs and do not have to take leave to be involved, just make sure your line manager can release you. Email [elections@adur-worthing.gov.uk](mailto:elections@adur-worthing.gov.uk) if you would like to get involved.

## **Parking Services Team**

Parking Services provides both on-street and off-street parking (including Council public car parks) across Adur District and Worthing Borough. The team is responsible for the 40 Car Parks across Worthing Borough and Adur District, which includes four Multi-Story Car Parks (MSCPs) in Worthing.

The Parking Operations Team manage the day to day service, with most resources dedicated to the three MSCPs in Worthing. The team ensure systems are working, carry out cleansing and inspections and provide customer support.

Parking Services is responsible for the appeals process against Penalty Charge Notices, including cases at adjudication. Where debts remain unpaid, the Team pursues the debt through enforcement agents (bailiffs) who have been awarded the work via Service Level Agreements.

Parking enforcement, permit and season ticket management, cash collection and on street machine maintenance is outsourced to the Council's parking contractors NSL Services.

## **Human Resources**

The HR team supports managers who want to recruit staff all the way through to when someone leaves the organisation. You can see the main jobs we do below:

### **New roles/team members**

The team is involved with job evaluations (to determine the appropriate salary for a new role), provides support with recruitment and, once someone has been offered and accepted a job offer, the team processes employment reference requests, DBS checks as/when needed and sets the individual up on the system to be paid (an important step!).

### **Staff matters**

The HR Business Partners provide guidance for a variety of employment matters, including absence management, restructures, job evaluations, disciplinary issues, grievances and other workplace misconduct allegations. They also provide assistance on the interpretation and application of Councils employment policies and procedures.

### **Learning and Organisational Development**

The team supports the learning and development of all our staff, managing the corporate and departmental learning and development budgets, supporting staff to sign-up to apprenticeship programmes and putting on internal training as required. They also take a role in supporting people to develop on a wider level, through things such as the common room, asking and responding to questions such as 'how do we help people to embrace all things 'google'?'

# The Economy Directorate

The Director for Economy is Martin Randall. His PA is Tricia Winters.

## Planning and Development:

The planning and develop team carries out a variety of work to do with people who want to develop properties in Adur & Worthing. This includes:

**Development Management** - reviewing and approving/denying planning applications submitted by developers, landowners, householders and others, for new developments and changes of use. (They also deal with other types of applications such as advertisements, listed buildings, conservation areas, and works to protect trees.)

**Planning Policy:** Setting the framework under which decisions on planning applications are made at the local level. The adopted policies (such as the local plans for [Adur](#) and [Worthing](#)) set out what types of development can happen, where and how much. The team also provides advice and support for community groups preparing Neighbourhood Plans.

**Planning enforcement:** Investigating and resolving possible breaches of planning law. This might include not having planning permission, not complying with planning conditions or other limitations or changing the use of a site or building without obtaining permission, where it is required.

**Building Control:** Ensuring that buildings are designed and constructed in accordance with the [building regulations](#) and associated legislation. This could include meeting energy efficiency standards, fire safety and the needs of all people, including those with disabilities.

**Fire Safety:** Ensuring that fire risk assessments are carried out for all buildings occupied by local authority staff and training-up fire wardens. In addition to this, the department also provides a commercial fire safety service which includes fire risk assessments, fire safety advice and site visits to commercial and residential premises.

**Local Land Charges Team:** A Local Land Charge search is carried out when a property or piece of land is being sold, purchased, leased or valued, to see if there are any matters which affect the land. The team maintains the register of local land charges and responds to applications for searches of the register.

## Culture

The culture service is made up of Worthing Theatres (Connaught Theatre, Connaught Studio and Cinema, Pavilion Theatre and Assembly Hall) and Worthing Museum and Art Gallery.

### Worthing Theatres

The newly developed cultural programme has changed dramatically over the last three years and is now equal to the majority of regional or national competitors. The theatre works with renowned theatre makers, music promoters and producers throughout the UK and Europe.

### **Worthing Museum and Art Gallery**

The museum and gallery holds one of the most significant costume collections in the UK, as well as notable collections in fine and decorative arts, social history, toys and dolls and archeology. There are around 30,000 items within the costume collection alone!

## **Place & Economy**

The Place & Economy team are responsible for creating and maintaining great spaces and experiences across Adur & Worthing. This includes leading on strategic projects that will positively affect Adur and Worthing. The team is responsible for getting external investment, establishing strategic partnerships and supporting the local economy. The team aims to establish Worthing as a key destination on the south coast by driving greater improvements, innovations and products through *Discover Worthing*, the visitor economy and destination brand. Event services are also provided by the team, including the provision of local markets in Adur and a revenue stream is provided for the Councils through land hire (for events), promotional advertising space, filming permits and seasonal concessions.

## **Major Projects & Investments**

The Major Projects Team is responsible for bringing forward development on large sites across Adur and Worthing. These include worn out multi storey car parks, former landfill sites and the former Adur District Council office. The focus is on ensuring we make the best use of the land and buildings we own. This may be new homes, high quality office space, cultural or leisure facilities. Working alongside colleagues in the Estates team, we aim to provide new buildings/uses that will provide income for the council in the long term (rents) and working with colleagues in planning we work hard to ensure the best quality buildings and spaces are achieved.

The Estates Team have the dual responsibility for the purchase of new property as investment, again to secure income for the Council in the long-term and to act as the Landlord for our commercial buildings (Adur Homes are responsible for the residential properties the Council owns). Across Adur the team are responsible for 384 properties and in Worthing 519 properties. The teams work includes negotiating new lease agreements with tenants and undertaking rent reviews, as well as day-to-day property management.

[Return to table of contents](#)

# Practical information

## Google & IT systems

### Hardware

You'll be given any IT equipment that you need for your role on your first day with us. This might be a smartphone and a laptop/computer if you're office based. We are as flexible as possible about how and where our office based staff work so most people are given a laptop.

### Google

Most people who start working for us find it a bit of a shift to use Google instead of Microsoft and, in all honesty, some people do struggle with it at the start. But there are some important reasons why we use google...here are some of them:

1. **Google is very secure** with encryption and great security measures (such as 2-step-verification) so your data is kept safe.
2. **Google allows us to be incredibly collaborative.** Multiple people can work on a document together in real time and you can share documents with view, comment or edit access.
3. **Google costs us around half the price of Microsoft**, generating important savings for the organisation.
4. **Google saves your work automatically** as you are working so you don't risk losing everything you've done if your computer freezes.
5. **In Google you can see version history** going back to when a document was first created and can revert back to any version if there was a mistake made.
6. **Google is web-based** so you can access it anywhere and on any device.

Although Google sheets/docs/slides don't have the same capabilities as Microsoft does, it is gradually improving with each update Google does.

We have support to help you transition to google when you first start with us. You can read more about the measures on the intranet: [Google](#)

You can also look at the G Suite checklists link for new users at the new G Suite Learning Center: [G Suite Checklist](#)

### IT systems

Your line manager will ensure you have access to all the systems you need in your job and that you are shown how to use them.

We have a variety of IT systems used by many teams. Some of our larger systems are used widely throughout the Councils (and so you might hear people talking about them), such as *Orchard*, *Salesforce* and *Total*. These systems contain most of our housing or financial information, allowing us to keep track of important data; houses, tenants, benefits, council tax, payments and many more.

The system we use to build systems that connect and link in with each other is *MatsSoft* (or 'mats'). Mats is a 'low-code' platform which means we are able to make new applications much faster than traditional coding techniques. Mats can be accessed anywhere as long as you have access to the internet, this means that you don't need to get any software or application downloaded onto your personal computer, making it much more accessible.

We have a project management programme for assessing and agreeing new applications to be built on Mats. You can read about it here: [project management approach](#).

## How we communicate

### Avaya

Our phone system is delivered through our laptops and an 'avaya' app on work mobile phones. This means you can take calls wherever you are.

### Directorate meetups

Most directorates have meet-ups at varying intervals throughout the year. It's a good opportunity to meet other people from your directorate and most people really enjoy them.

### Emails

They're a necessary part of working life, but we try to keep them in control (with various levels of success!). We've got an email charter that we encourage you to sign up to. You can find it here: [email charter](#). Here's a taste of it:

#### 1. Let's keep it in working hours

I will avoid sending you emails out of working hours. But if I do feel I need to, I won't expect a response outside of your working hours.

#### 2. Let's keep urgent out of email

If it's urgent or requires a conversation please find me, use a google hangout, phone or text. I aim to check my emails infrequently, so email is not an appropriate channel if you want a fast response.

### Google hangouts & google chat

This is an instant messaging service which can be great to get quick responses from people across the organisation. You can also make video calls using google hangouts if you want a face-to-face chat with someone who's not in the building with you. Google chat is like a forum where you can have multiple different conversations with a group of people on a particular topic - this is just starting to be used across the organisation.

### HR bulletin for people managers

If you are a people manager, you'll receive a monthly email from the HR team with news about upcoming training, occupational health news and information to disseminate to your team.

## Staff newsletter

Every fortnight our staff newsletter is released. It contains information that is important to all staff and well as some fun-to-know information that will introduce you to people across the organisation. Please read it and send in your news once you're working for us to [news@adur-worthing.gov.uk](mailto:news@adur-worthing.gov.uk) or, if you don't have a work email account, ask your manager to send it in on your behalf.

## Staff noticeboard

On the intranet are staff noticeboards. One is used for urgent news (it's on the front of the intranet) and the other is for general non-essential or social notices only (eg for sale, events, lost and found, etc). You can find the noticeboard (and sign up to receive alerts) here: [noticeboard](#).

## Team meetings

Most teams meet regularly (usually monthly) to share information. Some teams have daily 'stand-ups' instead to quickly disseminate information on a more frequent basis (i.e. in the contact centre where phones need to be constantly manned).

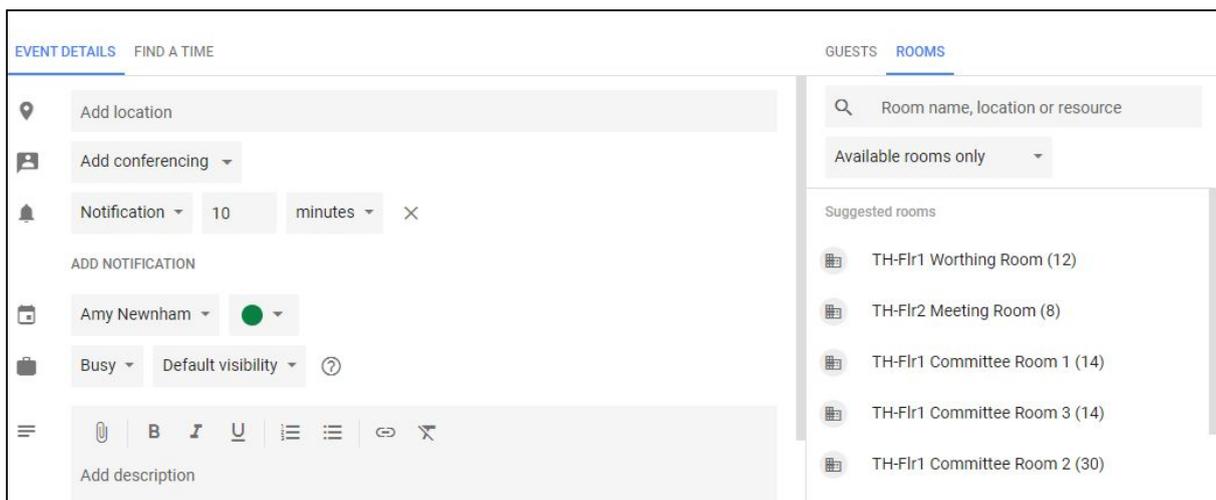
# Making meetings easy

## Getting the most from meetings

We've got a 'meeting charter' which we invite you to sign up to when you join the organisation. It outlines how we can all choose to behave in order to get the most out of our meetings. You can find the charter on our intranet here: [meeting charter](#)

## How to book a meeting room

All of our meeting rooms can be booked via google calendars, which has a 'rooms' section as shown below:



We also have many 'express meeting rooms' in all our buildings that you can use for a quick chat with someone or to make a confidential phone call.

## Meeting set-up in the Town Hall

The porters in the Town Hall (where our largest meeting rooms are) can set-up the meeting room with the layout you require. Please put in the 'add description' section of the calendar (with the heading 'NOTE FOR PORTERS') how you'd like the room to be set-up and they'll have the room ready for you! This includes any flipcharts you need.

The *TH-ChromeBox for Meetings* which appears in the room booking list is a TV that you can plug your laptop into in order to project a presentation/work collectively on a document. Note that most meeting rooms in Portland House have screens in already.

### **Ordering refreshments in the Town Hall**

If you've got external people coming in for a meeting, you can order refreshments (you'll need to have a budget code to do this). Find out more here: [how to order refreshments](#).

### **Getting to other meeting venues**

If you've got a meeting outside of your place of work, there are a number of options you can choose to get there.

Here's the general rule of thumb:

1. See if you could walk or use a bicycle;
2. If not, could you take public transport (bus, train)?
3. Otherwise book one of the Pool Cars!

If you need to go by train, you'll have to fill out a travel warrant (approved by your manager) - you'll need to give at least 48 hours notice for the warrant to be processed. Details are here: [rail warrants](#).

You can find out about pool cars with the following link: [pool cars](#). The cars are all new models, easy to drive and intuitive to get started in.

The sign up process is simple and there's a handy user guide stored on the intranet: [user guide](#).

Do you have questions about the pool cars? Why not talk to your buddy who can tell you about it if they're a pool car user or put you in touch with someone who uses them regularly.

[Return to table of contents](#)

## **Our work sites**

You can find out brief information about the main buildings - Commerce Way, Portland House, the Shoreham Centre and Worthing Town Hall - below. Some staff members are based elsewhere (i.e. gardeners based in parks).

## Commerce Way

**Address:** Adur & Worthing Councils, 9 Commerce Way, Lancing Business Park, Lancing, West Sussex, BN15 8TA

**How can I get there?** Commerce Way is easily accessible by car and is a 15/20 minute walk away from Lancing station. Walking directions can be found here: [directions](#)

**Entry details:** There is a small reception at the front of the building which is unmanned, so access is available by ID (set up in your induction period) or by using the phone to gain access to the area you require.

**Parking:** On entering the depot there are a small number of visitor car parking spaces on the right hand side as you enter through the main gates. The depot is a working depot with large vehicles moving around so take care and keep to the marked walkways outside.

### Who's based there?

The Councils environmental services department which provides the following services:-

- Refuse
- Recycling
- Clinical waste collections
- Bulky waste collections
- Cleansing
- Commercial Waste collection service
- Transport management including MOTs
- Parks and Foreshore
- Community Alarm & Teleservices

Adur Homes Building services is just across the road in Peter Road.

**Can I hot desk there?** There is a small hot desking room that staff can use, but wifi signal is limited.

**Is there a fire alarm test?** Yes, the alarm is tested every Wednesday between 8:30 am and 9:00 am.

**See also:** [Building floorplans. team location plans. etc](#)

## The Shoreham Centre

**Address:** The Shoreham Centre, Pond Road, Shoreham-by-Sea, West Sussex, BN43 5WU

**Entry details:** The building is open from 9am-5pm. You'll need to enter the building through the front doors.

**How can I get there?** The Shoreham Centre is easily accessible by car and is a 5/10 minute walk away from Shoreham train station.

**Parking:** There is a pay and display car park close to the Shoreham Centre and limited street parking (both pay and display and free) on the roads nearby.

**Who's based there?** The Shoreham Centre is home to some of our customer services team.

**Can I hot desk there?** Yes, on the first floor there is a hot desking room with room for about six people to work and on the ground floor there is room for another six people.

**Is there a fire alarm test?** Yes, Tuesday mornings at 10am.

**See also:** [Building floorplans, team location plans, etc](#)

## Portland House

**Address:** Portland House, 44 Richmond Road, Worthing, West Sussex, BN11 1HS

**Entry details:** The main town hall entrance is open from 9am-5pm. With your staff pass, you can get into the building from 7:30am and until 7pm (although we hope you won't be working so late!) using the entrance to the back of the building. You'll need your pass to access the offices.

**How can I get there?** Portland House is a 10 minute walk away from Worthing train station and is well connected by buses. There's also parking available for some workers (see below).

**Parking:** Parking is available for essential car users. There is on-street parking about 15 minutes walk away from the building and reduced rate (£5/day) parking in nearby car parks.

**Who's based there?** Portland House is open plan and has a number of different teams based there including Benefits, Revenues, Housing, Communities & Wellbeing, Public Health & Regulation, Taxi Licensing, Planning, Building Control, Planning Policy, Land Charges, Parking, Contact Centre.

**Can I hot desk there?** Yes, we're a friendly bunch so if you want to hot desk, make sure you introduce yourself to the people sitting next to you!

**Is there a fire alarm test?** Yes, Tuesday mornings at around 10am.

**See also:** [Building floorplans, team location plans, etc](#)

## Worthing Town Hall

**Address:** Worthing Town Hall, Chapel Road, Worthing, West Sussex, BN11 1HA

**Entry details:** The main town hall entrance is open from 9am-5pm. With your staff pass, you can get into the building from 7:30am and until 7pm (although we hope you won't be working so late!) using the entrance to the back of the building. You'll need your pass to access the offices.

**How can I get there?** Worthing Town Hall is a 10 minute walk away from Worthing train station and is well connected by buses. There's also parking available for some workers (see below).

**Parking:** Parking is available for essential car users. There is on-street parking about 15 minutes walk away from the building and reduced rate (£5/day) parking in nearby car parks.

**Who's based there?** Lots of teams are based in Worthing Town Hall, including Finance, Place & Investment, Digital, Comms, the Chief Executive and directors, Business Support, Surveyors, Engineers, Legal, HR, Democratic Services, Pay, Electoral Services, Procurement, Fraud and Audit.

**Can I hot desk there?** Yes, you can hot desk in most rooms (although we've heard that the finance office is usually full to the brim). If you'd like to work in an office, just go in and ask. Teams may not be able to offer you a space if the work they're doing is confidential, but feel free to ask!

**Is there a fire alarm test?** Yes, Tuesday mornings at around 10:30am.

**See also:** [Building floorplans, team location plans, etc](#)

[\*Return to table of contents\*](#)

# Glossary of Terms

This section gives you:

- A list of most of the acronyms you'll find used around the organisation
- Details of what they all mean!

<b>Acronym</b>	<b>What it stands for</b>	<b>Description (if necessary)</b>
I:I	One to one	Meetings held regularly with manager and their staff to review performance and decide the direction of work
ADC	Adur District Council	
AWBP	Adur and Worthing Business Partnership	Local strategic partnership consisting of businesses, educational institutions, and public bodies focused on developing our local economies.
AWC	Adur & Worthing Councils	
AWES	Adur & Worthing Environmental Services	
BC	Business Continuity	
BHCC	Brighton & Hove City Council	
BYOD	Bring your own device	You can use your own IT devices to access work information
CLT	Council Leadership Team	This group is made up the Chief Executive and Directors
CW	Commerce Way Depot	
CWS	Coastal West Sussex	A geographical description generally covering the four local authorities along the West Sussex Coast - Adur, Worthing, Arun and Chichester.
D&R	Digital & Resources	One of our three directorates
DCMS	Department of Culture Media and Sport	
DWP	Department of Work and Pensions	

EAP	Employee Assistance Programme	Where you can get advice on a range of issues as well as access free counselling sessions if required
EIA	Equalities Impact Assessment	A document we complete for each major piece of work we do to ensure that no group of people will be adversely impacted by our actions.
EPO	Emergency Planning Officer	
FOI	Freedom of Information	
GBEB	Greater Brighton Economic Board	A partnership between local authorities, business and higher and further education across the Greater Brighton City Region which covers the local authority areas of: Adur, Brighton & Hove, Crawley, Lewes, Mid-Sussex and Worthing.
GBMet	Greater Brighton Metropolitan College	One of our local further education colleges
GDPR	General Data Protection Regulations	See 'an intro to GDPR' for more information
JGC	Joint Governance Committee	A council committee of councillors from both Councils which considers audit reports, constitutional and procedural changes.
JONG	Joint Officer Negotiating Group	A group where trade union representatives meet with HR and a director to discuss and negotiate on key employment issues
JOSC	Joint Overview and Scrutiny Committee	A council committee of councillors from both Councils who review the actions of Executive Members and Officers, and other matters of concern.
JSC	Joint Strategic Committee	A council committee of the Executive Members who make key decisions or make recommendations to full council, including major policies and the budget.
JSC	Joint Staff Committee	A meeting attended by six councillors to agree changes to employment policy and standards
MatSoft	Adur & Worthing Councils digital platform	It's the low code development app we use in the organisation (search for 'matsoft' in this handbook to learn more)

MHCLG	Ministry for Housing, Communities and Local Government	
MFD	Printers, Photocopiers and Scanner devices	
WoW	Ways of Working	The Councils' flexible working practices
OLG	Organisation Leadership Group	This group is formed of the Directors and Heads of Service
PDR	Performance and Development Review	This is the term of the old 'annual appraisal' we used to do. Now replaced with regular 1:1 conversations.
PH	Portland House	
P4OP	Platforms for our Places	The Councils' three year direction statement setting out our strategic priorities.
Revs & Bens	Revenue & Benefits Service	
RFI	Requests for Information	
RIPA	Regulation of Investigatory Powers	
SDL	South Downs Leisure	
SDLC	South Downs Leisure Centre	
SDNP	South Downs National Park	
TOTAL	Adur & Worthing Councils Financial Management System	
MYVIEW	Application to view payslips and P60s	
WBC	Worthing Borough Council	
WTH	Worthing Town Hall	
WMA	Worthing Museum & Art Gallery	
WSCC	West Sussex County Council	
WT	Worthing Theatres	

[Return to table of contents](#)

# FAQs

This section gives you:

- Some of the most common questions we get from newbies
- Details of where to find answers to these questions

## **How do I set up my Gmail, phone and printer?**

Details of these and other IT related queries are listed on the ICT FAQ guide at:

<http://awintranet/our-organisation/services/ict-and-information-management-guides/>

## **How can I locate a room in a building?**

The addresses of our sites with room layouts including toilets, kitchens and showers can be found here:

<http://awintranet/our-organisation/council-buildings-and-rooms/>

## **How do I book annual leave and how much am I entitled to?**

Your holiday entitlement is set out in your contract of employment. Annual leave is booked via the MatsSoft HR Leave App and is available through this link:

<http://awintranet/my-job-and-me/leave-and-hours/annual-leave/>

## **When is pay day?**

Payday is the 15th of the month or the next working day after if the 15th falls on a weekend or bank holiday.

## **I would like to cycle to work are there facilities for my bike?**

There are storage and showering facilities at most sites. This link has more information:

<http://awintranet/my-job-and-me/travel/cycling/>

## **What staff activities and groups are there available?**

There's a staff social group, payday drinks as well as a Well@Work programme with activities like a staff choir and mindfulness sessions.

## **Where are good places for coffee and lunch?**

In Worthing, there are loads of small independent places to get food/drink from as well as high street chains.

If you have been unable to find the answer to your query, ask someone and remember there is no such thing as a stupid question!

[\*Return to table of contents\*](#)