



Joint Audit and Governance Committee
26 September 2023

ADUR & WORTHING COUNCILS

Key Decision No

Ward(s) Affected:

Organisational design and capability building - progress update

Report by the Chief Executive Officer

Officer Contact Details

Catherine Howe,
Chief Executive
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1. Purpose

- 1.1. In 2022 the Chief Executive, the Corporate Leadership Team and the wider staff leadership team worked collaboratively together in order to design a new corporate plan for the organisation. This plan, which has come to be known as 'Our Plan', was agreed and adopted at the Joint Strategic Committee and both Councils in October 2022 and was launched to staff over the course of November 2022.
- 1.2. As part of the implementation of Our Plan we have adopted a new operating model for the organisation which seeks to embody the three underpinning principles of Our Plan: participative, adaptive and resilient.
- 1.3. Leadership design is a key element of any operating model and following adoption of the plan we have undertaken a redesign of the senior management team to strengthen corporate leadership capacity and support further redesign work across the organisation.

- 1.4.** The redesign process of the senior management team has reduced the cost of the most senior management layers of the organisation (250k), preserving frontline services.
- 1.5.** Under the Councils' Constitutions, the Chief Executive Officer is to report to Full Councils (from time to time) on the overall departmental structure of the Councils, showing the management structure and the deployment of Officers. This paper outlines the progress made with regard to these organisational changes, describing the reshaping of the senior management team, including the organisation, management, number and grades of senior staff and their associated functions.
- 1.6.** The report also sets out the next stages of the councils work in reshaping our organisational design and structures, building in increased ability to prioritise, plan, innovate, engage and deliver.

2. Recommendations

- 2.1.** To note the progress made by the Chief Executive in undertaking the organisational design changes outlined in this report.
- 2.2.** To note the structure of the new senior leadership team, including the organisation, management, number and grades of senior staff and their associated functions.
- 2.3.** To note the ongoing work of reshaping the organisation, changing the way the councils work and improving the delivery of corporate priorities.
- 2.4.** In compliance with the Councils' Constitutions recommend to both Full Councils to note the overall departmental structure of the Councils, the management structure and the deployment of Officers.

3. Context

3.1. Background

3.1.1. On 2007 Adur and Worthing Councils came together in a groundbreaking delivery partnership that has helped both councils improve services and deliver savings. The partnership is designed to preserve the sovereignty of each elected body while maximising the ability to share delivery resources and staff under the leadership of a shared Head of Paid Service - the Chief Executive.

3.1.2. In 2022 the Chief Executive, the Corporate Leadership Team and the wider leadership team worked collaboratively in order to design a new corporate plan for the organisation. This plan, which has come to be known as 'Our Plan', was agreed and adopted at the Joint Strategic Committee and both Councils in October 2022 and was launched to staff over the course of November 2022. Our Plan is there to help the councils prioritise and deliver their work while creating the right culture and environment for staff. It is also intended to help the councils navigate the complexity of being one workforce supporting two different administrations in the most effective way possible. The plan also informs the budget setting work of both councils and directs the overall organisational service planning and performance management.

As part of the implementation of Our Plan the councils have adopted a new operating model for the organisation which seeks to embody the three underpinning principles of Our Plan: participative, adaptive and resilient. Strong and appropriate leadership design is a key element of any operating model and following adoption of the plan the Chief Executive has undertaken a redesign of the senior management team to strengthen corporate leadership capacity and support further and deeper redesign work across the organisation. As part of the 2022/23 budget plans the redesign process of the senior management team has in addition reduced the cost of the most senior management layers of the organisation (250k) and in so doing helped preserve frontline services.

3.1.3 It is important to note that a complete organisational review has not been carried out since the partnership came together, since which time many incremental changes have been made to roles and structures.

3.1.4 The changes to the senior management team outlined in this report will enable the organisation to undertake a process of transformation,

Allowing the councils to create capacity for change and innovation and through this be able to better deliver the policy objectives of both Councils.

4 Issues for Consideration

The New High Level Leadership Design

4.1 In January 2023 the Chief Executive commenced a consultation exercise with senior staff setting out the need for change: to deliver both the new operating model and the required savings. The existing Corporate Leadership Team was identified as being too small, with mission critical functions such as legal and finance sitting outside of the group. Inconsistencies regarding the span of the Head of Service roles and accountabilities throughout the senior management team were also identified as needing clarification and review. Further outcomes sought from the redesign included:

- Adjusting the current directorate boundaries in order to organise around the mission themes described in Our Plan;
- Ensuring the councils have core and foundational services represented in our Corporate Leadership Team;
- Clarity of leadership for our matrix managed functions (such as participation), which is a key element of our new operating model.

4.2 Details of the posts affected and the revised organisational structure following completion of the consultation process, including the organisation, discharge and coordination of functions, the number and grades of staff are provided for Members in Appendix 1.

4.3 Upon completion of the internal consultation and recruitment process, 3 Assistant Director and 2 Head of Service Posts posts were vacant and it was agreed to externally recruit to these posts with the support of a specialist recruitment agency (Osborne Thomas). The vacant posts were as follows:

- Assistant Director Housing, Homelessness and Prevention
- Assistant Director for People and Change
- Assistant Director for Regenerative Development
- Head of Technology and Design
- Head of Resident Services

With the announcement of Sarah's Gobey's retirement a replacement for the Assistant Director for Finance (Chief Finance Officer) was added to the process.

4.4 The recruitment process (following the requirements of both Constitutions) has been very successful and the councils have been able to both develop some exceptional internal candidates, as well as attract outstanding new talent to the organisation:

- **Emma Thomas** (previously the Chief Accountant) has been appointed the Assistant Director for Finance,
- **Noel Hutch** (Head of Policy Design, Scrutiny & Partnerships at the London Borough of Newham) has been appointed the Assistant Director for People and Change
- **Chris Maughan** (formally Head of Strategic Policy and Projects Department for Levelling Up) has been appointed Assistant Director for Regenerative Development.
- **Rob Jarvis** (Head of Housing and Community Services at Horsham District Council) has been appointed Head of Housing and Homelessness.
- **Tracey Strutt** (Head of Customer Service, Business Support and Operations Office) has been appointed Head of Resident Services.
- **Adam Saunders** (previously the Interim ICT & Digital Services Manager) has been appointed Head of Technology & Design.

Next Stages

4.6 Having established the new leadership design, work will now begin on deeper and further change across the organisation. This work will be undertaken incrementally and at a pace that is financially and organisationally sustainable:

- The next stage will be to reshape the organisation to reflect both the budget setting process and the needs of the new Corporate Plan. This phase will be about responding to our budget challenges by looking at the organisational design as a whole rather than 'salami slicing'.
- Future phases, will be concerned with working incrementally with staff to deliver future design changes as we develop the delivery of Our Plan.

4.7 Our Plan reflects the impact and learning from pandemic and the cost of living crisis in a number of ways by:

- Seeking to ensure we put staff wellbeing and organisational resilience at the heart of what we do

- Further developing our work with communities especially those who are vulnerable and excluded - removing organisational barriers that make it difficult for us to be an effective partner
- Building into our structures the capacity to adapt and change - treating change as a constant, rather than something that happens intermittently
- Harnessing creativity and building resilience by embedding the use of multidisciplinary teams and receding silo working.

This learning has been distilled in Our Plan into three principles that will be used to guide future service design work:

- **Resilience:** We will be resilient, making the best of limited resources and investing in our people.
- **Adaptable:** We will be adaptable: this means fixing the basics while finding innovative ways to meet changing needs effectively.
- **Participative:** We will make participation central to how we work, putting people at the heart of decision making and delivery both internally (staff) and externally (our communities, working alongside our elected representatives).

4.8 The transformation journey will be made over time and will be supported by a number priority areas:

- Increased focus on **Technology & Design** is central to our ability to deliver change. We have made good progress but there is more to be done and the increased leadership capacity around this important area created through the restructure will support this.
- In order to improve our approach to delivery and change more widely, we are developing a **Project Management and Planning function** (called 'Mission Control') to manage work in progress across the councils, to forward plan our resources and improve the use of data and performance to track progress.
- To embed participation, internally and externally we are creating new leadership and delivery capacity in this area. This approach includes the development of the Communication function into **Communication and Engagement** function to create a stronger connection with our **participation** work and deliver changes to support the different needs of the two councils. As part of this we are bringing together internal and external engagement so that we can share skills and tools across both staff and community conversations.

- We have redesigned our HR function, now called the '**People Function**' to improve our employee experience across the organisation and grow people capabilities within each service. Investment has also been made in **organisational development** to support change, improve design capabilities and embed behaviours and attitudes required to make our principles meaningful.

4. Engagement and Communication

The senior management team, staff and members have participated in the design and creation of Our Plan. Staff affected by the high level leadership design process were carefully consulted and members have been involved, as required by both Councils Constitutions, with the appointment of the vacant Assistant Director and Head of Service posts.

5. Financial Implications

- 5.1 The senior leadership redesign process has delivered the £250,000 savings identified in the 2022/23 budget, approved by Adur and Worthing Councils. The recruitment costs have been funded from the Councils' contingency budgets. Savings have been obtained through vacancy control and by undertaking the search and recruitment of all 6 senior posts at the same time.

Finance Officer: Emma Thomas

Date: 15/09/2023

6. Legal Implications

- 6.1 The Corporate Plan forms part of each council's policy framework, which means any decisions of Committees or officers need to be consistent with the Plan. The adoption of a corporate plan assists the councils to deliver their shared and different priorities, whilst also helping them in the effective prioritisation of resources. The delivery of the plan through each councils' individual actions and in collaboration with each other, through the shared partnership agreement, will enable them to both deliver their distinct ambitions, whilst also complying with best value duty under the Local Government Act 1999.
- 6.2 Article 11 of each Council's Constitutions requires the Chief Executive Officer to Report on the matters contained in this Report.

Officer: Joanne Lee

Date: 01/09/2023

Background Papers

- [Our Plan -The New Corporate Plan for Adur and Worthing Councils](#)
- [Recruitment process for the Chief Financial Officer \(Assistant Director for Finance and Section 151 Officer\)](#)

Officer Contact Details

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Sustainability & Risk Assessment

- Matter considered and no issues identified.

1. Economic

- Matter considered and no issues identified.

2. Social

2.1 Social Value

- Matter considered and no issues identified.

2.2 Equality Issues

- An equality impact assessment was undertaken as part of the staff consultation process to ensure the process did not disproportionately affect staff members with protected characteristics.

2.3 Community Safety Issues (Section 17)

- Matter considered and no issues identified.

2.4 Human Rights Issues

The activities undertaken should help the Councils in their work to advance and protect Human Rights. For example, it is hoped that through ongoing improvements to our delivery arrangements the Councils will be able to accelerate and improve their work in enabling our residents, communities and places to thrive.

3. Environmental

- Matter considered and no issues identified

4. Governance

- Matter considered and no issues identified

Appendix 1

Old Establishment

Post	Grade
Chief Financial Officer	13
Head of Legal Services	13
Head of Customer & Digital	13
Head of Revenues & Benefits	13
Head of Housing	13
Head of Environmental Services	13
Head of Major Projects & Investments	12
Head of Planning & Development	12
Head of Place & Economy	12
Head of Facilities & Technical Services	12
Housing Transformation Programme Manager	11
Head of Wellbeing	11
Head of Human Resources	10
Head of Communications	10
Total Number of Posts	14

New Establishment and Structure

Post	Grade	Member of CLT
Assistant Director - Operations & Sustainability	14	Yes
Assistant Director - Finance	13	Yes
Assistant Director - Legal Services and Democratic Services	13	Yes
Assistant Director - People & Change	13	Yes
Assistant Director - Place & Economy	13	Yes
Assistant Director - Regenerative Development	13	Yes
Assistant Director - Housing, Homelessness & Prevention	13	Yes
Head of Resident Services	12	
Head of Technology	12	
Head of Community Capacity & Resilience	12	
Head of Planning & Development	12	
Head of Place	11	
Head of Property Services	12	
Total Number of Posts	13	

Membership of the Corporate Leadership Team

Chief Executive

Director for Place

Director for Housing and Communities

Director for Sustainability and Resources

Assistant Director - Operations & Sustainability

Assistant Director - Finance

Assistant Director - Legal Services and Democratic Services

Assistant Director - People & Change

Assistant Director - Place & Economy

Assistant Director - Regenerative Development

Assistant Director - Housing, Homelessness & Prevention

See organisational chart for more information.