Organisational Design Programme

Report by the Assistant Director of People and Change

Officer Contact Details

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Executive Summary

1.	Purpose
	1.1. This report updates the Joint Strategic Committee (JSC) on the reporting and governance for the Organisational Design programme.
	1.2. Subsequent updates will be brought to the JSC at regular intervals.

2.	Recommendations
	2.1. The JSC is asked to note and agree the scope of the programme, the development of the operating models and roadmaps for the initial first group of areas of focus and delegate decisions on the delivery of the programme to the Chief Executive.
	2.2. The JSC is asked to agree the reporting format for the tracking of the delivery of the programme.

3.1   **Summary of the programme**

3.1.1.   The purpose of Adur and Worthing Councils , as described in Our Plan, is to look after the long-term future of Adur and Worthing local areas. This means:

- Working with the people who live, work and care about Adur & Worthing to use the collective levers to:
- Support its people, places, environment, and economy to thrive in a resilient and sustainable way.
- Build the foundations that help its communities and staff adapt to future challenges and opportunities.

3.1.2.   To fulfil its role as longtime steward of place, the organisation needs to renew how it works as an organisation to reflect the changes that are happening and the economic context it is operating in.

3.1.3.   The need to deliver organisational change is further heightened by the financial circumstances of each council and the urgent need to reduce operating costs.

3.1.4   The Organisational Design programme aims to realign the organisation's operations to better meet the Councils' priorities and principles, ensuring an adaptive, resilient, and participative organisation. In addition it:

       a.   seeks to achieve financial savings while minimising impact on frontline services, contributing to the financial stability of the Councils and supporting the delivery of high-quality services amidst financial pressures.

       B.   introduces a new organisational model that leverages digital transformation and community engagement, focusing on adaptability, participation, and resilience across various service areas.

3.1.5.   The first phase of this work was the leadership redesign completed in 2023/24. Now that this is in place an Organisational Design Programme has been established to deliver a comprehensive programme of change. The programme will help implement a new organisational design based on the principles and framework outlined in Our Plan which was adopted in Autumn 2022.

3.1.6   The delivery of the programme is organised into 'areas of focus' which will be developed sequentially and iteratively. This means that

outstanding design questions from one phase will be addressed in the next phase, enabling the programme to be agile and work at pace. In term these will be reported on as follows:

- Appendix 1 outlines the high level timetable and the areas of focus. This will be updated as part of each JSC report.
- Appendix 2 outlines how the programme and savings will be tracked and monitored.

3.1.7 The programme is structured to deliver £4m savings over two years, with governance and strategic development in place to ensure successful implementation, including a sequential approach to change, focus areas prioritisation, and comprehensive communication and engagement strategies.

3.1.8. The programme will provide a mechanism for delivering outlined savings targets in a way which protects frontline service delivery to the greatest extent possible and retaining and improving the organisation's ability to deliver the ambitions of both councils.

3.2.   Outcomes

3.2.1 While the financial outcomes required are outlined in the budget papers this programme is intended to have a wider impact.

3.2.2 These longer term outcomes are being refined as part of the design process but are emerging as:

- **Accessible**: We will improve our services so that they are easier to access for residents.
- **Visible**: Our staff will be more visible in our neighbourhoods to better understand local needs and build relationships with partners.
- **Personal**: We will provide proactive support that works for our residents most in need to reduce the risks of getting into crisis.
- **Responsible**: We will make it clearer what we are responsible for and what we are not, how residents can do their bit, and how we help them make a difference to your communities.
- **Sustainable**: We will make the best use of the money to invest in our communities and places and have improved the staff experience and therefore workforce resilience.

3.2.3. Staff will be able to see how their role is helping deliver outcomes, and feel more connected to the people they support, while benefiting from a

skills framework & training that help them develop their career and digital technology that simplifies processes and frees them up to solve problems on complex issues.

3.2.4   Proposed success measures for each of these are proposed in section 8 and will be thereafter tracked as part of the programme governance.

3.3   Savings

3.3.1   Appendix 2 outlines the target savings for each area of focus over the next 2 years and the planned format for tracking these savings.

3.3.2   Savings are being tracked in two workstreams:
● Individual areas of focus
● Corporate savings lines such as contracts and procurement

Vacancies will be managed centrally in order to maximise their use for staff redeployment

3.4.   Programme Method

3.4.1.   Delivering the change

3.4.1.1   The programme has ambitious long term outcomes over the next two years outlined in 3.2.2. A primary objective of the programme is to embed change as a capability in the organisation rather than create a temporary transformation team for the duration of the programme. This puts staff development at the heart of the programme and provides long term benefits.

3.4.1.2   The programme also has shorter term outcomes over the next six months, in which people see how the changes being proposed and put in place will help communities better access support and improve their neighbourhoods.

3.4.1.3   The programme will be supported by the People and Change team, supplemented by delivery managers who are funded as part of the cost of change outlined in section 3.6 of the JSC Final Revenue Budget Paper in February 2024 in order to support different areas of focus.

3.4.1.4. In addition to the redesign of service (outlined in appendix 1) the programme will also support the overall savings programme, including the contract/procurement savings target.

3.4.1.5. **Approach to the redesign for areas of focus**
Each area of focus follows this four step:

- Discovery: Develop the new service offer
- Design: Develop the future operating model
- Test: Deliver the new model
- Embed: Learn and extend to other areas

3.4.1.6. It is using a consistent approach to developing future operating models. This includes:

- **Vision:** Overall vision for the change, the background context, outcomes and target audiences, risk and mitigations and equality impacts.

- **Service Offer:** Overview of the current service provided and what will be different in future, what the Council will do, what residents can do and how the Council will work with partners and communities to achieve the outcomes.

- **Infrastructure:** The future structure of the service, the job families and skills that underpin the offer, any digital and physical change needed to deliver the new service and the financial savings to be delivered.

3.4.1.7. The service offers for the group 1 areas of focus have been developed and tested through internal working groups, and with dedicated Cabinet Member briefing sessions. These are outlined in the Service Offer section of this report. The timescales for the delivery of these are outlined in the Roadmap appendix

The proposals are then engaged on with staff, residents and partners to ensure they meet the:

- Savings identified.
- Specific outcomes for the area of focus outlined in Appendix 1.
- Overall outcomes in 3.2 in this paper.

3.4.1.8. Delivering the new model

Once the proposals for the future operating model on each area of focus have been engaged on, the services in scope then plan to deliver and communicate the changes.

- During the initial service changes delivered, the areas of focus will track, learn and adjust as needed.
- Resident engagement before and during these changes will help make these as inclusive and accessible as possible.
- Communications will be carried out throughout the process to let people know when, what and how these service changes will affect residents.
- The tracker outlined in Appendix 2 will be used throughout the process to report savings delivered, any unanticipated costs (and mitigations to these) and opportunities for further improvement.
- Learning & development will be provided to support staff to deliver service changes - what to anticipate, how best to learn and apply lessons from the delivery of the changes.

3.4.1.9. Embedding the new model

Once the areas of focus have delivered the service changes, the programme will support them to embed those into their everyday working, including:

- Reviewing the future operating model to identify what needs to be adjusted to sustain the change and embedded into the relevant service plan and budget.
- Reviewing opportunities to extend the model to other services in ways that help residents (i.e. to move to a single Council front door).
- Reviewing with partners how best to work together to tackle common needs (i.e. signposting, joined up support, co-commissioning, etc.)
- Embedding the data and digital improvements from the areas of focus into wider data and digital architecture that can support the wider change.
- Developing the careers pathways of the areas of focus when the new roles and teams are in place, connected to a new organisational skills framework.

- Embedding learning into the wider L&D offer and work planning for the organisation (including future skills we need to recruit to).
- Developing a pathway for services to better empower communities to make a difference to the issues in scope.
- Embedding the change into a strategic long term approach for how the Council manages its physical assets focused on maximising social and commercial value and return on investment for the long term.
- Supporting the deployment of the new service structure plan and map for future reviews of the change.

Savings targets have been confirmed for all areas of focus (see appendix 2). The aim of having areas of focus which cut across the organisation is to:
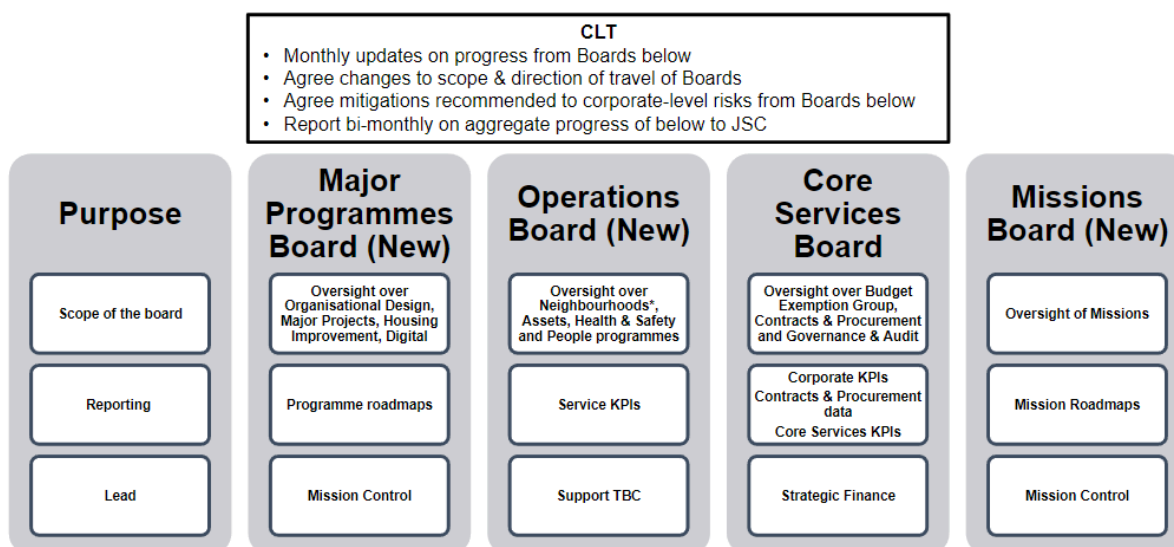
- Develop a consistent approach to change across the organisation.
- Support the delivery of both the 2024/25 and 2025/26 Budget.

4. Governance

4.1. As the Organisation Design Programme will impact all teams across the council, it is important to set out clear governance around decision making.

4.2 A new internal governance system will be implemented over the Spring and Summer which will have four core building blocks:

- **Major programmes through a Major Programmes Board (including the Organisational Design programme):** including oversight of the performance of our major programmes.
- **Operational delivery through an Operations Board:** including oversight of the performance of our Foundational Services performance indicators.
- **Core services through a Core Services Board:** including oversight of the performance of our Corporate Health performance indicators.
- **Mission areas through a Missions Board (People, Climate, Place and Economy):** including oversight of the performance of our mission roadmaps.

CLT
- Monthly updates on progress from Boards below
- Agree changes to scope & direction of travel of Boards
- Agree mitigations recommended to corporate-level risks from Boards below
- Report bi-monthly on aggregate progress of below to JSC

Purpose	Major Programmes Board (New)	Operations Board (New)	Core Services Board	Missions Board (New)
Scope of the board	Oversight over Organisational Design, Major Projects, Housing Improvement, Digital	Oversight over Neighbourhoods*, Assets, Health & Safety and People programmes	Oversight over Budget Exemption Group, Contracts & Procurement and Governance & Audit	Oversight of Missions
Reporting	Programme roadmaps	Service KPIs	Corporate KPIs Contracts & Procurement data Core Services KPIs	Mission Roadmaps
Lead	Mission Control	Support TBC	Strategic Finance	Mission Control

*Once new Neighbourhoods model in place

The Core Services Board / Group will take the corporate procurement and commercial income savings and report progress into the Major Programmes Board.

4.3 Collective oversight on the Organisational Design programme

At the most strategic level, the following boards will have oversight over the programme:

Joint Strategic Committee	- Oversee the direction of travel of the Organisational Design programme to ensure it is meeting its intended outcomes - Receive updates and progress update reports where JSC decisions are needed - See Appendix 1 for the focus of future updates for the programme - July, October, December 2024
Joint Audit & Governance Committee (Annually)	Audit the Organisational Design programme ensuring it is delivering the outcomes and savings effectively
Corporate Leadership Team (Monthly)	- Oversee the delivery of savings for the programme - Champion and prioritise the work of the programme across all directorates - Review and agree corporate-level risks and mitigations from the programme - Agree major directional changes during

	the lifecycle of the programme
Major Programmes Board (Monthly)	- Ensures alignment by the programmes with the Organisational Design programmes and Our Plan missions. - Tracks the monitoring of financial savings, to ensure that the programmes remain in budget and is making the savings required. - Tracks the delivery of the programmes, including risks, issues progress and milestones, to ensure it is implemented in a timely and effective way. - Agrees mitigations needed to risks and issues, and tracks their delivery and escalates any corporate-level risks/changes to the programmes to CLT.
Change Multi Disciplinary Team	- Plan and prioritise change support from corporate services - Plan and anticipate future change needs, and relevant tools, activities & support to help the organisation deliver change - Track the delivery of the outcomes of the programme and identify risks / barriers to unblock - Escalate major programme risks to the Major Programmes Board
Mission Control	- Set up processes to monitor progress through the different initiatives - Manage the delivery of the programme plan, sprints and associated products needed - Check ins with Area of Focus leads to ensure progress on delivery - Develop change control governance & practices that help services manage delivery - Develop the training, tools & templates that help manage programmes

A series of sprints will be coordinated by the Change Multi Disciplinary Team to enable the programme and areas of focus to work at pace to proceed with the redesigns and anticipate future needs and opportunities to support the delivery of change.

As outlined in the Legal Implications section, both Councils' constitutions confirm that the Chief Executive will, from time to time, report to both Full Councils on the overall

departmental structure of the Council, showing the management structure and deployment of Officers

Proposed membership of new governance created

Major Programmes Board (Monthly)	Chair: CEX, Members: AD People & Change, Head of Digital, Senior Delivery Manager, AD Legal & Democratic, ADs and Heads of Service responsible for major programme
Change Multi Disciplinary Team (Fortnightly)	Chair: AD People & Change, Members: Chief Accountant, Communications Manager, People Hub Manager, Workforce Development Manager, Senior Delivery Manager, Lead Service Designer, Senior Procurement Lead, Participation Lead
Mission Control (Weekly)	Membership: Senior Delivery Manager, Delivery Officer

4.4.   Individual responsibilities for the overall Organisational Design

To ensure accountability, the following senior Members and officers will have individual responsibilities for the programme.

Cabinet Members for Resources (Adur and Worthing)	Update on progress of the Organisational Design programme
Chief Executive	Overall sponsor of the Organisational Design programme
Assistant Director of People & Change	- Act as programme executive - Present feedback reports to CLT and JSC - Head up the Change MDT (see below) - Ensure that core strategic goals are at the forefront of decision making

	● Make decisions around risk and issues that do not have to be accelerated to CLT ● Champion the Organisational Design across the organisation

4.5. Individual responsibilities for individual areas of focus

As the programme covers organisation-wide change, it is important that there is accountability also at an area of focus level:

Cabinet Members	● Sign off of service standards ● Setting of service priorities
CLT Sponsor	● Individual CLT sponsor for each area of focus, act as critical friend, ensure we deliver savings and test against future organisational design ● Oversight of the service redesign and Area of Focus Lead to ensure it is delivering the outcomes and savings ● Tackle interdependencies between other areas of focus and unblock issues with CLT sponsors of other areas ● Champion and prioritise the work of the programme across your directorate.
Area of Focus Lead	● Lead the development and delivery of the relevant redesign reporting into their CLT sponsor ● Report progress of delivery of savings and outcomes on their area of focus as per the approach outlined in the Savings Tracker appendix ● Organise monthly briefing sessions with the CLT and Cabinet Sponsor across Adur & Worthing for the area of focus.

Community Capacity & Resilience	Housing	Neighbourhood Model	Resident Services
Cabinet Members: Cllr Kevin Boram (Adur), Cllr Rosey Whorlow and Cllr Carl Walker (Worthing)	Cabinet Members: Cllr Carson Albury (Adur) and Cllr Emma Taylor Beal (Worthing)	Cabinet Members: Cllr Emma Evans (Adur), Cllr Carl Walker and Cllr Vicki Wells (Worthing)	Cabinet Members: Cllr Carson Albury (Adur), Cllr Emma Taylor Beal and Cllr John Turley (Worthing)

CLT sponsor: Tina Favier	CLT sponsor: Tina Favier	Cllr sponsor: Martin Randall	CLT sponsor: Tina Favier
Officer Lead: Tina Favier	Officer Lead: Rob Jarvis	Officer Leads: Jan Jonker and Andy Willems	Officer Lead: Tracey Strutt

5. Strategy development and building blocks to embed the Organisational Design

5.1 To ensure the organisation uses its strategic levers to embed the outcomes of the Organisational Design, it will develop a portfolio of corporate strategies around the following themes

- People strategy to develop and attract a skilled workforce
- Financial strategy to ensure long term sustainability

5.2 Each of these may generate specific policy changes as a result of the strategies.

5.3 A programme of work on the corporate strategies and building blocks will be brought to the Joint Strategic Committee in July 2024.

6. Measures of success

6.1 The programme will have a set of measures of success below to ensure the outcomes in 3.2. are delivered in a way which is on time, achieves the savings set out in section 3.3 and embody the principles of the organisation. These will be evolved over the course of the programme with the initial set outlined below:

	Outcome	Evidence of Success	Work to achieve success	Principle	Timeframe
Sustainable Accessible	Budget savings assigned to the Organisational Design are achieved	Quarterly budget forecasts are met.	Improvement in budget monitoring and forecasting is ongoing.	Resilient	Financial tracker brought to JSC in July, October and March to show delivery of savings.
	Learning and development offer is established	Increase in staff development opportunities.	Work on staff training needs has started.	Resilient	Within 2024/25
Accessible	Staff are well informed and feel part of the process	Improved awareness of the programme and improved results in the staff survey	Dedicated Communication plan in Appendix 1, annual staff survey launching in March 2024 and	Participative	Throughout the lifecycle of the programme

		from previous years.	improvement plan to tackle the issues in June 2024. Quarterly pulse surveys will follow.		
Visible	Participation model is established	Activities outlined in the Participation roadmap are delivered successfully	Participation model has been developed, and work taking place to connect this to the Neighbourhood model.	Participative	Resident and partner engagement from May onwards. Neighbourhood model structure launch in September 2024
Personal	Improved proactive support model embedded across the organisation	Proactive support that works for residents most in need to reduce the risks of getting into crisis.	Resident services puts proactive support at the centre of its redesign, with engagement of residents and partners to shape.	Resilient Adaptable Participative	Resident and partner engagement from May onwards. Resident Services redesign launch in September 2024
Responsible	New organisation redesign in place	New areas of work are established and are meeting the deadlines set for each stage of progress.	Work on the Group 1 areas of focus has already started, finalising the future operating models for these.	Resilient Adaptable Participative	See Appendix for the delivery timescales for the areas of focus to meet.

6.2. Risks and mitigations

The risk register is a 'live' document and will be updated in each reporting cycle.

Risk Description	Likelihood	Impact	Risk Rating (LxI)	Mitigation	Risk Owner
Savings aren't fully delivered	3 - Moderate	5 - Extreme	High	Closely monitoring budgets. Linking programmes and areas focus to budget reporting to improve forecasting.	CLT
Delays to elements of the programme that impact delivery	3 - Moderate	4 - Major	Medium	Ongoing monitoring across the areas of focus to be put in place. Working iteratively so that work can develop as we go and deliver in stages.	AD People & Change and Leads on Areas of Focus
Loss of key staff	4 - Likely	3 -	Medium	Pulling together	Leads on Areas

(skills and experience) that impact delivery of services		Moderate		resources to help provide training and support

Identifying skills gaps and upskilling staff. | of Focus |
| IT systems unable to provide solutions to improve service delivery | 3 - Moderate | 3-Moderate Medium | Medium | Clear priority list for tech projects

Working iteratively so that testing is continuingly taking place | Head of Digital and Leads on Areas of Focus |

Change in political focus or priorities	3 -Moderate	3 Moderate	Medium	Members are well informed of the programme of work and updated regularly.

Programme is adaptable so that it can refocus on areas when needed. | CLT |
| Decrease in staff morale that impacts delivery | 4 - Likely | 3 Moderate | Medium | Communication plan so staff are well informed.

Focus on training to upskill staff.

Staff and managers are given support, including around wellbeing. | AD People & Change |
| Public perception of loss of services | 3 - Moderate | 3 Moderate | Medium | Communication Plan to inform the public on the changes.
Improved ways that the public can engage with the Councils.
Improved tech solutions so it is easier to contact the council.
Work on participation so that local residents feel part of the process. | CLT |
| Impact of the Environment Act | 3 -Moderate | 5 - Extreme | High | Appraisal is done of the Environment Act's implications on what councils need to deliver, the associated resourcing and any loss in income | AD Operations & Sustainability |

6.3 Equality Impacts

Equality impacts will similarly be tracked through the programme:

Equality Impacts	Mitigations	Owner
Organisational Design disproportionately impacts staff with protected characteristics	Monitor staff changes and make sure those responsible for areas of focus have undertaken their own Equality Impact Assessment (EIA). Carry out a cumulative EIA based on reviewing the individual EIAs from the areas of focus.	Leads for their Areas of Focus AD People & Change
Organisational Design disproportionately impacts access to services by residents with protected characteristics.	Ensure all areas of focus undertake an EIA and monitor how changes to service offers may impact residents with protected characteristics. Carry out a cumulative EIA based on reviewing the individual EIAs from the areas of focus. Work on ensuring that services take into account digital exclusion when planning when planning technological improvements. Please see the detailed EIA at this link.	Leads for their Areas of Focus AD People & Change

7. Communications and engagement

Based on the intended outcomes set out in section 3.2, a tailored approach using the available communication channels will be essential. This is set out in Appendix 1.

8. Implementation plan and roadmap

The roadmap is outlined in Appendix 1.

9. Financial Implications

The financial implications of the organisational redesign programme are outlined in section 3.3 and these have been agreed as part of the 2024/25 Budget. There are no further financial implications as a direct result of this report.

10.   Legal Implications

10.1   When making decisions and exercising its functions the Councils are to have regard to the Public Sector Equality Duty. The general duty can be found in sections 149 to 157 of the Equality Act 2010 which is supported by specific duties found in The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The Equality Impact Assessment for the Organisational Design is outlined in Appendix 4.

10.2   Under Section 111 of the Local Government Act 1972, the Council has the power to do anything that is calculated to facilitate, or which is conducive or incidental to, the discharge of any of their functions.

10.3   s1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation

10.4   Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

10.5   Both Councils' constitutions confirm that the Chief Executive will, from time to time, report to both Full Councils on the overall departmental structure of the Council, showing the management structure and deployment of Officers.

Background Papers
- Appendix 1 - Organisational Design - Areas of Focus and Roadmap
- Appendix 2 - Financial Savings Tracking Process
- Appendix 3 - Equality Impact Assessment

Sustainability & Risk Assessment

1.   Economic

1.1   Economic Development: The programme supports economic development by fostering a more efficient, adaptable, and resilient organisation. This can lead to improved service delivery and potential cost savings, positively impacting the local economy. The emphasis on regenerative development and alignment of services with core values can also stimulate local economic growth and innovation.

1.2   Economic Participation: By reshaping services like housing, neighbourhoods, and resident services, the programme can enhance the economic participation of communities by making it easier for residents and businesses to access support, thereby contributing to a more vibrant local economy.

2.   Social

2.1   **Social Value**
          Social Value: The programme aims to increase social value by improving community engagement and participation, making services more accessible and responsive to residents' needs. This can lead to stronger community ties and a more inclusive approach to solving local issues.

2.2   **Equality Issues**
          Equality Issues: An integral part of the programme is to ensure that the redesign does not disproportionately impact any groups, with a commitment to conducting Equality Impact Assessments (EIAs) for all areas of focus. This proactive approach aims to safeguard against any negative implications for access or participation among diverse community groups.

2.3   **Community Safety Issues**
          Community Safety Issues: Through a coordinated approach to services like housing and neighbourhoods, the programme can contribute to safer communities by addressing underlying issues that lead to crime and disorder, aligning with the Councils' duties to reduce crime and disorder.

2.4   **Human Rights Issues**
          Human Rights Issues: The programme is designed with an awareness of human rights considerations, ensuring that changes to service delivery respect individuals' rights and freedoms. The participative approach to service redesign and decision-making is intended to be inclusive and proportionate.

3.   Environmental
          The programme has the potential to positively impact environmental stewardship through its emphasis on sustainable organisational practices and

digital transformation, reducing the need for physical resources and promoting greener service delivery models.

4.   Governance

4.1   Alignment with Council Priorities: The programme is closely aligned with the Councils' priorities, particularly in terms of improving services, community engagement, and resilience. It seeks to integrate these changes within the existing strategic framework, enhancing the Councils' ability to meet their long-term objectives.

4.2   Reputation and Partnerships: By engaging with communities and partners in the redesign process, the programme can strengthen the Councils' reputation as inclusive, responsive, and forward-thinking. It also opens avenues for deeper collaboration with external partners, enhancing service delivery and community outcomes.

4.3   Resourcing and Risk Management: The programme is structured to manage risks effectively, including financial risks associated with savings targets and operational risks related to the redesign of services. It includes a governance structure to oversee the implementation and monitor progress, ensuring that resources are allocated efficiently and that health and safety considerations are integrated into the new service models.

Appendix 1 – Organisational Design Areas of Focus and Roadmap

1. Breakdown of Group 1/2/3 areas of focus

The group numbers are based on the stages at when different areas of focus start working on their redesigns.

Group No.	Area of Focus	Intended outcome
1	Neighbourhood model	The objective of the neighbourhood model is to change how the Councils work in the neighbourhoods in a way that better uses the strengths of the frontline staff, residents and partners to deliver the services citizens see and use every day.
1	Housing	The housing redesign will prioritise prevention and early intervention of homelessness. It will enhance collaboration across community services and the wider organisation to collectively address housing challenges and opportunities.
1	Resident services	The resident services redesign will develop a front door for residents to access the right help when they need it in a quick and easy way. This will enable residents to solve the majority of their issues online to free up staff to proactively prioritise residents most in need.
1	Community Capacity and Resilience	With participative being a key principle of Our Plan communities, prevention and wellbeing will be at the centre of what the Councils do. The organisation is working through proposals to integrate and align the core functions of the team into the Neighbourhoods, Housing and Resident Services redesigns.
2	Place and Economy	The Place and Economy Department helps fuel inclusive economic growth and fosters skills and innovation. The organisation wants to align these services more effectively with its core values of adaptability, participation, and resilience as well as also reviewing the service office in light of the Neighbourhood model as it develops.
2	Regenerative Development	The regeneration team has been a catalyst for shaping places across Adur and Worthing. It has provided the driving force needed to breathe life into the physical infrastructure and spaces in local areas. To anticipate future challenges, it is essential to take a step back and reflect on regenerative development efforts as part of the commitment to continually being adaptive, participative and resilient.
2	Contracts	A contracts and procurement savings programme under development will deliver important in-year and 2025/26 savings benefits beyond those that have already been factored into the 2024/25 budget and will be reported on as part of the organisational design work.

3	Bereavement	Bereavement services address emotional, social, ethical, and environmental needs, by facilitating meaningful farewells. It is important to recognise that bereavement services also play a vital role in the financial health of the Councils. As an income generator, this service allows the Councils to reinvest in the community, and support various other initiatives that uplift and empower residents. These services will be reviewed through a refresh of the service design and commercial offer.
3	Environmental Health	Environmental health plays a key role in contributing to the safety and wellbeing of local communities food hygiene and safety, health and safety, licensing, public health regulation and tackling pollution and air & water quality. These services will be reviewed through a refresh of the service design and funding model.
3	Core Services	At the very heart of the organisation lies Core Services (finance, legal, procurement, HR and digital) who help ensure the seamless functioning of council operations. In a world where adaptability is the key to resilience, reviewing Core Services will help better support frontline services who directly impact the lives of communities. It will ensure teams have the tools, resources, and support needed to deliver. This review is a commitment to continuous improvement. It will reshape Core Services, ensuring they not only meet today's demands but also build a solid foundation for a resilient and thriving future.
3	Waste	Redesign work in the waste service is anticipated once the impact of the Environment Act 2021 is understood, and preparatory work in the form of a review is already underway to support this.

2. The roadmap for the Organisational Design

The roadmap for the programme in 2.2 outlines:

- Timescales for reporting to the Major Programmes Board, Corporate Leadership Team and the Joint Strategic Committee.
- Frequency of communications and engagement to the target audiences of the programme.
- Alignment to wider corporate milestones such as the pre-election period & elections, budget & service planning and annual performance update.

2.1. Purposes of the OD programme updates to Joint Strategic Committee

Joint Strategic Committee of July 2024
- Update on the programme, including the resident engagement and final service offers and structures for Group 1 areas of focus, and alignment to Financial Strategy (reporting to JSC July).
- RAG rating of the savings and delivery.
- Skills framework for the organisation and improvement plan from the staff survey.

Joint Strategic Committee of October 2024
- Update on the programme, including the resident engagement and final structures for Group 2 and 3 areas of focus and launch of service changes for Group 1 areas of focus.
- RAG rating of the savings and delivery.

Joint Strategic Committee of March 2024
- Update on the programme, including the launch of service changes for Group 2 and 3 areas of focus.
- RAG rating of the savings and delivery.

2.2. Programme roadmap

Theme	Q3 2023/24			Q4/2023/24			Q1 2024/25			Q2 2024/25		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
JSC reporting						Overview of the OD programme				Programme update		
CLT and Major Programmes Board			Scope of the OD programme at CLT	Progress update	Progress update	Progress update	Progress update	Progress update	Progress update	Progress update	Progress update	Progress update
Cross-cutting			Budget Update 2024/25		Final Budget Estimate 2024/25 Launch of review of workforce policies	Pre-election period Update at Joint Staff Committee of initial workforce policies Annual staff survey	Pre-election period	Elections Integrated Service & Budget Planning	Integrated Service & Budget Planning Skills Framework, L&D and staff survey improvement plan	Corporate Performance Update Financial Strategy	Internal Budget Planning	Internal Budget Planning Quarterly pulse survey

Group 1 Areas of Focus			Develop proposals		Finalise proposals	Prepare for staff consultation	Start staff consultation	End staff consultation	Agree final structure Resident & partner engagement	Post-staff consultation Resident & partner engagement	Post-staff consultation	Launch of new structure
Group 2 Areas of Focus						Develop proposals	Finalise proposals	Prepare for staff consultation	Start consultation	End consultation	Agree final structure	Post-consultation Resident & partner engagement
Group 3 Areas of Focus						Develop proposals	Develop proposals	Finalise proposals	Prepare for staff consultation	Start staff consultation	End consultation	Agree final structure

2.3.   Q3 2024-25 – Q4 – 2024/25

Theme	Q3 2024/25			Q4 2024/25		
	Oct	Nov	Dec	Jan	Feb	Mar
JSC Reporting	Progress Update of the programme at Joint Strategic Committee		Progress Update of the programme at Joint Strategic Committee			Progress Update of the programme at Joint Strategic Committee

CLT and Major Programmes Board	Progress update	Progress update	Progress update	Progress update	Progress update	Progress update
Cross cutting	Update at Joint Staff Committee of workforce policies		Budget Update 2025/26 Update at Joint Staff Committee of workforce policies Quarterly survey		Final Budget 2025/26	Annual staff survey
Group 1 Areas of Focus						
Group 2 Areas of Focus	Launch of new structure Resident & partner engagement					
Group 3 Areas of Focus	Post-consultation Resident & partner engagement	Launch of new structure Resident engagement				

3. Communications and engagement for the Organisational Design

As outlined in 3.2 in the main Organisational Design report, the longer term outcomes are being refined as part of the design process but are emerging as:

3.1. Overall outcomes

- **Accessible**: We will improve our services so that they are easier to access for residents.
- **Visible**: Our staff will be more visible in our neighbourhoods to better understand local needs and build relationships with partners.
- **Personal**: We will provide proactive support that works for our residents most in need to reduce the risks of getting into crisis.
- **Responsible**: We will make it clearer what we are responsible for and what we are not, how residents can do their bit, and how we help them make a difference to your communities.
- **Sustainable**: We will make the best use of the money to invest in our communities and places and have improved the staff experience and therefore workforce resilience.

Building on these, the programme sets out below the short and long term outcomes it intends to achieve for each target audience.

3.2. Short term outcomes over Spring-Autumn 2024

- Residents see how the changes will help them better access and use services and improve their neighbourhoods, what impacts the changes will have (and mitigations put in place), when the changes will take place and how they can get involved in shaping the delivery of these changes.
- Partners understand what the changes mean for our residents, places and their organisations and how we can work together with them to pool our resources to improve our communities and the economy.
- Staff understand the outcomes & approach to the programme and take part in learning & development so feel more confident and supported in taking part in the redesigns and delivering the improved services.
- Members understand what the changes will mean for our local communities and how they are being planned and delivered to better champion the improved services.

3.3. Long term outcomes over 2024-25

- Residents access our services in an easier way through the help of digital and get the support to work with us to improve our neighbourhoods to make Adur and Worthing better places to live.
- Partners work together with us to tackle the needs our residents and places have, helping them improve our communities and achieving shared missions on improving people, economy, place and planet.
- Staff see how their role is helping deliver outcomes, and feel more connected to the people they support, while benefiting from a skills framework & training that help them develop their career and digital technology that simplifies processes and frees them up to solve problems on complex issues.

● Members see how we have worked to improve how residents access our services in an easier way through the help of digital technology and get the tools and support to work with our staff and partners to improve our neighbourhoods.

3.4. Channels for communications and engagement

3.4.1. Resident communications and engagement

Channel	Audience	Purpose of channel for the OD	Frequency
Website	Public	Space where people can see the new service offer on what the organisation will do to support residents, how residents can do their bit and opportunities for improving their communities.	Updated every two months in line with reporting to JSC.
Press Releases & Social Media	Public	Outline of the benefits of the changes, improvements planned to services, when the changes will take place, how people can contribute, and what support people can access to make these changes as smooth as possible.	As above.
Area of Focus specific engagement	Public	Residents can share how they would like to get involved and supported in making a difference in their communities. Residents can shape what support would help make these changes as smooth as possible and inform assessments to ensure those changes don't impact groups with specific needs disproportionately. Residents can feedback on specific changes, and user test changes to get aggregate insights to help make the changes as smooth as possible, and tackle any specific needs.	Starting post-elections in May and then throughout the programme.

3.4.2. Partner communications and engagement

Channel	Audience	Purpose of channel for the OD	Frequency/Deadline

Email	Partners	Outline of the benefits of the changes, improvements planned to services, when the changes will take place, how partners can contribute, and what support people can access to make these changes as smooth as possible.	March-April.
Strategic partnership workshops	Partners	Sessions to update on proposed changes and explore opportunities to work together on key needs and opportunities and build coalitions on major missions to pool resources and attract investment.	Starting post-elections in May and then throughout the programme.

3.4.3. Member communications and engagement

Channel	Audience	Purpose of channel for the OD	Frequency
All Member Newsletters & Briefing Sessions	Members	Updates to staff on the progress of the programme, planned on improvements to services and when the changes will take place.	Every two months.

3.4.4. Staff communications and engagement

Channel	Audience	Purpose of channel for the OD	Frequency
Intranet	Staff	Space where people can see the outcomes, approach, and timescales for the OD programme, how they can contribute and what support is available.	Updated every fortnight.
All Staff Newsletter & Emails and Briefing Sessions	Staff	Updates to staff on the progress of the programme, what is planned on improvements to services, when the changes will take place, how people can contribute, and what support people can access to make these changes as smooth as possible.	Monthly.
People Surgeries	Staff	Advice and guidance to managers and staff on navigating specific situations & scenarios on change.	Weekly.

Organisational Leadership Team Emails and Sessions	Leaders	Updates at OLT on progress of the programme and learning & development to help leaders support staff through change.	Monthly.
Area of Focus specific sessions	Staff Affected	Fortnightly communications to managers and staff affected and weekly during the consultation period (including with unions).	Fortnightly.
Staff Survey and Workshops	Staff	Survey to test the temperature on key staff experience themes such as wellbeing, skills and engagement. Workshops where staff can shape and input into the future building blocks to help them through change (i.e. L&D, policies, skills framework, value proposition).	Annual survey in March. Quarterly thereafter. Monthly.
Joint Organising and Negotiating Group	Union	Updates on the programme through the JONG meetings, on timescales of the policy review pipeline and wider mechanisms to support staff.	Monthly.

Importantly, the invitation of the organisation to communities in engaging in this process is:

- We need to change so we can work differently with you. This is work we need to do to make ourselves easier to work with each other and with you
- We want to work together to design what you need from us. We are changing so we can listen more effectively - now talk to us about what we should all be doing.
- We want to co produce the ambitions of our places with you. We are all clear on who holds what role and we are able to work together effectively to pursue goals which are bigger than any individual organisation.

Appendix 2 - Financial Savings Tracking Process 2024/2025

The savings targets built into the 2024/25 budget are to be tracked against performance on a monthly basis using the monitoring process. This is to ensure that we continue to develop our monitoring process and practice rather than creating something new.

Cost centres for services will have a marker/analysis category attached to them within the financial management system to identify and report against the area of focus that they are included within.

Information to be monitored:

Two year organisation design programme model

A model to track the savings that are built into the medium term financial plan to provide an oversight of the overall programme. This will enable decisions around the programme timeline in Appendix 1 to be flexed based on the relationship between the proposed delivery dates and the projected savings. The information can be used to make informed decisions around;

- Mitigation measures that may be needed to meet the savings shortfall should any element of the programme be later than planned. Measures would include holding vacancies for longer and/or finding savings within operational budgets;
- The timing of the phases or work and the potential need to accelerate some of the design work to deliver savings earlier.

This modelling will ensure we are able to meet the savings as an organisation.

Monthly monitoring

(a) Actual month on month against the target for the year for the areas of focus, broken down by service. The category of spend broken down to for each service:

Resources (staff/contractors/agency)
Operating expenditure budget
Income

Beneath the summary for each area of focus will be the following detail for services:

	Month 1 Actual	Month 2 Actual	Month3 Actual..etc	Total Actual/ Forecast	Target budget	% Variance of forecast against target
Service unit						
Resources (staff & agency costs net of						

vacancies)						
Operational Expenditure						
Income						
Surplus/cost of Service unit						
Cost of change						

This monitoring data will include the targets and performance for all of the savings included within the budget (organisation redesign and other savings identified in appendix 2 of the 2024/25 budget reports).

The projected savings from the proposed designs for the areas of focus will inform the forecasts as we progress through the organisation design programme. The forecast figures will change as we move through the stages of the process and the designs move from a formative state to implementation, when we will see the savings visibly within the monthly monitoring.

The corporate contract savings initiatives target will be an area of focus which will be profiled and a monthly savings budget set and monitored against.

Cost of change against budget

A budget is to be developed for the cost of change and the utilisation of the approved use of capital receipts to support the organisation redesign through capital flexibilities. The actual activity will then be tracked including actual costs, commitments and estimated future costs as we move through the redesign program.

Item	Description	Approved Use of capital Flexibilities	Actual Cost incurred	Forecast Cost
Staff change	Where redundancy can't be avoided some contingency is needed to fund associated exit costs	£800k		
Delivery support	3 delivery managers plus additional delivery officer to support the programme over 2 years	£440k		
External advice	For areas with considerable technical knowledge needed (such as waste, bereavement and others) external support will be needed to shape and test thinking	£200k		

Support for managing change	1 People Specialist role to support the organisational change process over 2 years	£120k		

Format of modelling the savings delivery and monitoring against the savings targets

Savings Programme	Savings type	Lead	As is budget	Target Saving	To be budget	Monthly saving	Estimated month of implementation	2024/25 Savings gap	In Year Actual	Forecast outturn for year	Variance of budget (including target) against forecast	RAG Rating	Notes
Savings initiative category	*Type of saving - income or cost saving*	*Officer leading initiative*	*Budget excluding saving target*	*target included within MTFS*	*Budget including saving target*	*target by month*	*Planned month initiative implemented*	*shortfall based on planned implementation*	*Actual performance monitored*	*Forecast outturn position*	*Variance of forecast against target budget*	*RAG rating on saving against planned implementation*	
Asset Management	Income / Disposals - Treasury saving from capital receipt)												
Income	Income												
Savings from directorate service review	Base budget review / contract saving												
Corporate contracts initiative	Contracts												
Reorganisation Design	Dependent on outcome of design												
Area of Focus													
Service (Area of focus split between services)													
Establishment staff Year 1													
Year 2 target accelerated													
Agency spend													
Operational spend													
Vacancy contribution													
Net Profit/loss of service													
Cost of change													

The savings type within the service area will be determined by the design work.

Each area of focus will include the detail of the service areas included within it.

Where the model indicates that the expected timeframe for implementation of the new service design in an area of focus does not deliver the year 1 target there are the following considerations for the lead officers:

- Potential for earlier delivery of the design and implementation for year 1
- Potential for year 2 savings targets be implemented earlier (into year 1)
- Can the service identify in year savings within operating budgets to mitigate the shortfall of target savings
- Is there opportunity for additional income be generated to match the savings target gap