

1. Areas of Focus

5.1. The redesign of services has been structured into areas of focus. Below is an overview of progress to date and next steps in continuing to deliver the redesigns and tackle the challenges the redesigns face.

5.2. 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

5.2. Community Capacity & Resilience

Objectives of the redesign	To embed the 'community' function across the organisation rather than a stand alone team. Thus ensuring that we put the community at the heart of our teams.
What has been achieved	<ul style="list-style-type: none">● Deletion of the Assistant Director of Community Capacity and Resilience post● Health and Wellbeing Teams moved to Housing Directorate● Participation Manager moved to People and Change Directorate● Early Help, Safer Communities and Business Development (Wellbeing) teams moved in to the Neighbourhood model
Stage the redesign is at	Completed
Next steps	<ul style="list-style-type: none">● Health and Wellbeing roles are being considered as part of the Housing redesign work● Early Help, Safer Communities and Business Development (Wellbeing) roles are being considered as part of the Neighbourhood design work

Risks	<ul style="list-style-type: none"> Community staff and their work are not embedded into the redesign work
Mitigations	<ul style="list-style-type: none"> All previous Community Capacity and Resilience staff have been included in the redesign.
RAG rating	COMPLETE

5.3. Housing

Objectives of the redesign	<ul style="list-style-type: none"> Redesigned teams that are better resourced to further prioritise prevention and early intervention of households facing homelessness or housing difficulties. Prioritise wellbeing and enable vulnerable people to feel more supported and independent through all of our processes Improve our housing stock and the private sector to ensure accommodation within them are safe and decent for our residents
What has been achieved	<p>Discover stage - completed Design Stage</p> <ul style="list-style-type: none"> The Housing redesign has been launched to staff and formal staff consultation has begun.
Stage the redesign is at	<p>Design Stage</p> <ul style="list-style-type: none"> Staff consultation is due to complete in July 2024. Feedback from staff to be considered before the final structure is agreed.
RAG rating	Green - In Progress
Risks	<ul style="list-style-type: none"> New teams take time to establish and adapt to new ways of working. Digital capabilities take longer to deliver

<p>Mitigations</p>	<ul style="list-style-type: none"> ● Support in place for staff and managers ● Development of staff capabilities ● Financial savings continue to be monitored. ● Triage group set up to support the work of core services including Digital team.
<p>Next steps</p>	<p>Test</p> <ul style="list-style-type: none"> ● Align staff into new roles ● Establishment of new teams and ways of working ● Further work on improving processes and digital improvements <p>Embed</p> <ul style="list-style-type: none"> ● Housing redesign due to launch in September 2024
<p>Implications for residents</p>	<p>Improved access</p> <ul style="list-style-type: none"> ● Simplified access to safe and affordable housing through better delivery. ● A more open and user-friendly approach to accessing housing services. <p>Proactive support:</p> <ul style="list-style-type: none"> ● Increased focus on preventing homelessness before it occurs. ● Continuous support for residents throughout their housing journey. <p>Improved services:</p> <ul style="list-style-type: none"> ● Introduction of a new team structure to better address current and future housing challenges. ● Dedicated teams for Property & Building Services, Tenancy & Leasehold Services, Housing Needs, Health & Wellbeing, Private Sector Housing, and Performance, Policy & Strategy. <p>Resident involvement:</p> <ul style="list-style-type: none"> ● Opportunities for residents to provide feedback on service changes and improvements. ● Online platforms for residents to see new service offers and participate in community improvements.

	<p>Long-term resilience:</p> <ul style="list-style-type: none"> ● Strategic planning to ensure housing services are sustainable and adaptive to new legislation and demands. ● Emphasis on building resilient teams and improving housing stock quality.
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5.4. Neighbourhoods

Objectives of the redesign	<ul style="list-style-type: none"> ● To move Adur and Worthing Councils to a 'place based' approach so that services are able to work closer with communities and for communities. ● Improve access to our services via a single front door ● Make efficiencies in service delivery
What has been achieved	<ul style="list-style-type: none"> ● Discover stage completed ● Design stage completed ● Staff consultation completed
Stage the redesign is at	<p>Test stage</p> <ul style="list-style-type: none"> ● Align staff into new roles ● Establishment of the three new neighbourhoods ● Participation work with communities planned
RAG rating	GREEN - In Progress
Risks	<ul style="list-style-type: none"> ● New teams take time to establish ● Communities resistant to change from previous ways council has operated ● Model does not deliver financial savings target ● Digital capabilities take longer to deliver
Mitigations	<ul style="list-style-type: none"> ● Support in place for staff and managers ● Community engagement and participation is central to the redesign ● Development of staff capabilities ● Financial savings continue to be monitored.

	<ul style="list-style-type: none"> • Triage group set up to support the work of core services including Digital team.
Next steps	<p>Embed</p> <p>The Neighbourhood model is due to launch in July 2024.</p>
Implications for residents	<p>Better access and response</p> <ul style="list-style-type: none"> • We'll provide more proactive, personal support to those who need it most, helping to prevent crises before they happen. • Our staff will be out in the community more, getting to know local needs and building stronger relationships. <p>Improved services</p> <ul style="list-style-type: none"> • By bringing together various service functions into neighbourhood teams, we'll stop residents from being passed around between services. This should make our services more efficient and responsive. • Using digital technology will make processes simpler and services easier to access for everyone. <p>Community involvement</p> <ul style="list-style-type: none"> • We want residents to have a bigger say in local services and projects. Your input is valuable to us. • By focusing on local needs, we aim to support community projects and help residents take a more active role in local decisions. <p>Sustainability and growth</p> <ul style="list-style-type: none"> • We'll make sure we're using our financial resources wisely to support sustainable investment in our communities. • We have roles dedicated to boosting the local economy and protecting the environment, ensuring a thriving and sustainable community. <p>Specific service changes</p> <ul style="list-style-type: none"> • Highdown Gardens: While some activities may be paused or stopped, we'll

	<p>maintain the core horticultural functions to ensure the gardens continue to flourish.</p> <ul style="list-style-type: none"> ● Safer communities: By including roles focused on community safety, we aim to improve safety and better respond to issues like anti-social behaviour.
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5.5. Resident Services

<p>Objectives of the redesign</p>	<ul style="list-style-type: none"> ● Enhance Service Accessibility: The aim is to make our services accessible anytime, anywhere, and on any device, ensuring convenience for all residents, including those with disabilities or limited access to traditional service channels. ● Improve Efficiency and Productivity: By leveraging digital tools and automation, we seek to optimise our internal processes, enabling our staff to focus on value-added tasks (such as more in-depth work with complex cases or early stage housing queries) and service innovation (such as development of our use of data). ● Early intervention, to proactively engage with residents that are struggling, and signposting to support agencies. We will use our data to identify residents who need us, whilst actively pursuing residents that can pay to re-invest into the service. ● Foster resident engagement: We are committed to fostering a culture of transparency, collaboration, and participation. Through digital platforms and communication channels, we aim to facilitate meaningful dialogue with residents, gather feedback, and co-create solutions that address community needs effectively to adapt our services.
<p>What has been achieved</p>	<p>Discover stage - completed Design Stage</p> <ul style="list-style-type: none"> ● The Resident Services redesign has been launched to staff and formal staff

	consultation has ended
Stage the redesign is at	Design Stage <ul style="list-style-type: none"> • Feedback from staff to be considered before the final structure is agreed in June.
RAG rating	Green - In Progress
Risks	<ul style="list-style-type: none"> • New teams take time to establish • Communities resistant to change from previous ways council has operated • Residents, especially the most vulnerable are unable to access council services. • Model does not deliver financial savings target • Digital capabilities take longer to deliver
Mitigations	<ul style="list-style-type: none"> • Support in place for staff and managers • Development of staff capabilities • Community engagement and participation is central to the redesign • Financial savings continue to be monitored. • Triage group set up to support the work of core services including Digital team.
Next steps	Test <ul style="list-style-type: none"> • Align staff into new roles • Establishment of new teams and ways of working • Further work on improving processes and digital improvements Embed <ul style="list-style-type: none"> • Resident Services redesign due to launch in August 2024
Implications for residents	Easier access to services <ul style="list-style-type: none"> • We're moving towards a digital-first approach, which means you'll be able to access our services in a quicker way. This includes options for those who might have disabilities or limited access to traditional service channels.

Improved online services

- We're adding a Digital Officer to help move more services online. This will reduce the need for phone calls and in-person visits, making it simpler for you to get the help you need.

Personalised support

- By automating routine tasks, our staff will have more time to assist residents with complex needs, such as early-stage housing queries or other in-depth issues.
- We will use data to identify and proactively reach out to residents who may be struggling, connecting them with the support they need.

Streamlined operations

- Digital tools and automation will help us improve our processes, allowing us to focus on delivering high-quality services more effectively.
- With a new Income Team, we'll ensure that outstanding debts to the Council are managed more efficiently, helping us reinvest in essential services.

Community engagement

- We're committed to fostering a culture of transparency and collaboration. We'll use digital platforms to gather your feedback and work together on solutions that meet community needs.
- Your input will be crucial as we adapt our services. We want to ensure that our communication is clear and that you understand and can relate to the changes.

Improved services

- Reducing call centre hours has allowed us to manage our resources better, providing quicker and more efficient responses to your queries.
- Our team will handle a broader range of tasks, leading to better service and more engagement with other departments within the Council.

	<p>Support for residents most in need</p> <ul style="list-style-type: none"> • Our Proactive Team will work closely with the newly formed Income Team to provide holistic support to residents facing multiple disadvantages. • We'll continue to work with external partners to ensure you have access to the support and resources you need. <p>Future planning and sustainability</p> <ul style="list-style-type: none"> • We recognise the financial pressures and are redesigning our services to be more self-sufficient, anticipating reduced government grants by 2030. • As we implement these changes, we'll regularly review and adjust our approach to ensure it meets your needs effectively.
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5.6. Regenerative Development

Objectives of the redesign	<ul style="list-style-type: none"> • To deliver high quality, well managed assets with modern effective leases • Effective delivery of sustainable, place enhancing major projects • Clear career pathways for staff • Establishment of system thinking and programme oversight
What has been achieved	<p>Discover - completed</p> <p>Design</p> <ul style="list-style-type: none"> • Design ambitions have been established
Stage the redesign is at	<p>Design Stage</p> <ul style="list-style-type: none"> • Work on job descriptions and the staff consultation document is ongoing.
RAG rating	GREEN - In Progress
Risks	<ul style="list-style-type: none"> • New teams take time to establish • Communities resistant to change from previous ways council has operated • Model does not deliver financial savings target

	<ul style="list-style-type: none"> ● Digital capabilities take longer to deliver
Mitigations	<ul style="list-style-type: none"> ● Support in place for staff and managers ● Development of staff capabilities ● Community engagement and participation is central to the redesign ● Financial savings continue to be monitored. ● Triage group set up to support the work of core services including Digital team.
Next steps	<p>Design</p> <ul style="list-style-type: none"> ● Staff consultation due to take place in August <p>Test</p> <ul style="list-style-type: none"> ● Align staff into new roles ● Establishment of new teams and ways of working ● Further work on improving processes and digital improvements <p>Embed</p> <ul style="list-style-type: none"> ● Regenerational Development redesign due to launch in October 2024

5.7. Place & Economy

Objectives of the redesign	<ul style="list-style-type: none"> ● Consolidate and improve our efficiency regarding sourcing external funding, to include non-traditional methods such as bonds and natural capital. This also includes grant distribution. ● Improve our capability to drive commercial income (non-buildings) ● Introduce a value proposition function, linked to Our Plan and our Missions, that enables strategic inward investment opportunities across Adur and Worthing (e.g. Heat Network, CityFibre)
What has been achieved	Discovering - completed

Stage the redesign is at	Design Stage <ul style="list-style-type: none"> Place and Economy will be taking proposals to the Design Authority on 15th July
RAG rating	AMBER - In Progress with delays
Risks	<ul style="list-style-type: none"> New teams take time to establish Communities resistant to change from previous ways council has operated Model does not deliver financial savings target Digital capabilities take longer to deliver
Mitigations	<ul style="list-style-type: none"> Support in place for staff and managers Development of staff capabilities Community engagement and participation is central to the redesign Financial savings continue to be monitored. Triage group set up to support the work of core services including Digital team.
Next steps	Design <ul style="list-style-type: none"> Work on job descriptions and the staff consultation document is ongoing. Staff consultation date tbc Test <ul style="list-style-type: none"> Align staff into new roles Establishment of new teams and ways of working Further work on improving processes and digital improvements Embed <ul style="list-style-type: none"> Place and Economy redesign launch TBC

5.8. Bereavement

Objectives of the redesign	<p>The Bereavement Service runs the council’s crematorium, burial grounds and cemeteries. The service, which operates in a competitive environment, is going through a period of change, largely driven by changes in the funeral and cremation industry.</p> <p>There are two stages of the redesign.</p> <p>Stage one - Management restructure</p> <p>Stage two - Full Service review - to begin after stage one is completed.</p>
What has been achieved	<p>Stage one</p> <p>Discovery - completed</p> <p>Design</p> <ul style="list-style-type: none"> ● Bereavement redesign has been launched to staff and formal staff consultation has begun.
Stage the redesign is at	<p>Stage one</p> <p>Design</p> <ul style="list-style-type: none"> ● Staff consultation is due to complete in June 2024. ● Feedback from staff to be considered before the final structure is agreed.
RAG rating	GREEN - In Progress
Risks	<p>Stage one</p> <ul style="list-style-type: none"> ● New teams take time to establish
Mitigations	<p>Stage one</p> <ul style="list-style-type: none"> ● Support in place for staff and managers
Next steps	Stage one

	<p>Test</p> <ul style="list-style-type: none"> ● Align staff into new role ● Establishment of new teams and ways of working ● Further work on improving processes and digital improvements <p>Embed</p> <ul style="list-style-type: none"> ● New Management structure due to launch July 2024 <p>Stage two Design</p> <ul style="list-style-type: none"> ● Bereavement Services redesign stage 2 will be taking proposals to the Design Authority on 21st June 2024.
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5.9. Environmental Health

Objectives of the redesign	<ul style="list-style-type: none"> ● Embed digital processes that enhance the customer experience and improve internal workings.
What has been achieved	<p>Discover</p> <ul style="list-style-type: none"> ● Initial work has taken place to establish current roles and responsibilities taking into account regulatory duties.
Stage the redesign is at	<p>Discover</p> <ul style="list-style-type: none"> ● Look at how processes can be enhanced using digital improvements.
RAG rating	Amber - In Progress but delayed
Risks	<ul style="list-style-type: none"> ● New teams take time to establish ● Communities resistant to change from previous ways council has operated ● Model does not deliver financial savings target ● Digital capabilities take longer to deliver

Mitigations	<ul style="list-style-type: none"> ● Support in place for staff and managers ● Development of staff capabilities ● Community engagement and participation is central to the redesign ● Financial savings continue to be monitored. ● Triage group set up to support the work of core services including Digital team.
Next steps	<p>Design</p> <ul style="list-style-type: none"> ● Environment Health redesign will be taking proposals to the Design Authority on 28th August 2024. ● Work on job descriptions and the staff consultation document ● Staff consultation date tbc <p>Test</p> <ul style="list-style-type: none"> ● Align staff into new roles ● Establishment of new teams and ways of working ● Further work on improving processes and digital improvements <p>Embed</p> <ul style="list-style-type: none"> ● Environmental Health redesign launch TBC

5.10. Core Services

Objectives of the redesign	Creation of a new Resources Hub to provide an integrated set of specialist support services to the Mission programme and the organisation's service teams.
What has been achieved	<p>Discover</p> <ul style="list-style-type: none"> ● Working on future plans ● Establishing Triage group, bringing together core services to support organisation programmes and projects
Stage the redesign is at	<p>Design</p> <ul style="list-style-type: none"> ● Core Services will be taking proposals to the Design Authority on 31st July

RAG rating	AMBER - In Progress with delays
Risks	<ul style="list-style-type: none"> • New teams and ways of working take time to establish • Model does not deliver financial savings target • Digital capabilities take longer to deliver
Mitigations	<ul style="list-style-type: none"> • Support in place for staff and managers • Development of staff capabilities • Financial savings continue to be monitored. • Triage group set up to support the work of core services including Digital team.
Next steps	<p>Design</p> <ul style="list-style-type: none"> • Work on final design • Job descriptions and staff consultation document • Staff consultation date tbc <p>Test</p> <ul style="list-style-type: none"> • Align staff into new roles • Establishment of new teams and ways of working • Further work on improving processes and digital improvements <p>Embed</p> <ul style="list-style-type: none"> • Core Service redesign launch TBC

5.11. Waste

Objectives of the redesign	<ul style="list-style-type: none"> • Redesign service in preparation for the launch of Food Waste collection. • Support transition to net zero emission fleet • Develop a commercial waste strategy • Rounds review
What has been achieved	<p>Discover</p> <p>The councils have been waiting for clarification from central government regarding</p>

	the requirements and funding for food waste collections. Further details have recently been published by DEFRA and the implications of this are the subject of a separate report to this committee. Subject to the decisions in relation to that report the councils will start to roll out food waste collections to domestic properties in the next two years.
Stage the redesign is at	Discover - as above
RAG rating	RED - Significant Issues
Risks	<ul style="list-style-type: none"> ● Unable to deliver financial savings as costs increase due to implementation of Food Waste collections
Mitigations	<ul style="list-style-type: none"> ● Focus savings on areas within Waste where cost could be reduced. ● Reallocate savings target for Waste across other services. <ul style="list-style-type: none"> ■ -£173,920 for 2024/25 ■ -£77,962.00 for 2025/26
Next steps	<p>Report to Councils of requirements for Food Waste</p> <ul style="list-style-type: none"> ● Waste will be taking proposals to the Design Authority on 13th August 2024

5.12. Contracts

Objectives of the redesign	Establish a highly effective corporate procurement function, building capacity across the organisation for good procurement and contract management, achieving value for money while driving social and environmental value locally. Will “dock” into the new Resources Hub, via the Core Services programme.
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What has been achieved	Discover <ul style="list-style-type: none"> ● Work on current contracts and renewal processes to identify issues. ● Embedding procurement stage as part of the triage process ● Setting out a framework for improved digital processes ● New procurement staff to be recruited.
Stage the redesign is at	Discover <ul style="list-style-type: none"> ● Further work on setting out clear processes for Managers ● Digital improvements to alert staff to contact renewal dates ● Further staff training to improve understanding of the procurement process ● Aligning the work of procurement with finance to better improve the process
RAG rating	Green - In Progress
Risks	<ul style="list-style-type: none"> ● New teams and ways of working take time to establish ● Model does not deliver financial savings target ● Digital capabilities take longer to deliver
Mitigations	<ul style="list-style-type: none"> ● Support in place for staff and managers ● Development of staff capabilities ● Financial savings continue to be monitored. ● Triage group set up to support the work of core services including Digital team.
Next steps	Design <ul style="list-style-type: none"> ● Contract redesign will be taking proposals to the Design Authority on 11th September 2024. Test <ul style="list-style-type: none"> ● New Process to be established ● New staff to be deployed ● Work on social and environmental value process

Embed

- **Contacts redesign launch TBC**