

ADUR & WORTHING  
COUNCILS

Joint Strategic Committee  
6 March 2025

Key Decision [No]

Ward(s) Affected: All

## **Organisational Design Programme**

### **Report by the Assistant Director of People and Change**

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### **Executive Summary**

We're making good progress on the Organisational Design Programme, helping us tackle financial pressures while reshaping how we work for our communities.

Since November, we've hit some key milestones. Digital, Housing, Neighbourhoods, Place & Economy, and Resident Services have completed their redesigns, and teams are settling into new ways of working. Other areas, like People & Change, Finance, Regenerative Development and Legal & Democratic Services, have finished consultations and are moving forward with recruitment and finalising their redesigns. Work is also underway in Bereavement, Waste, and Revenues & Benefits, with changes planned for later this year.

We're on track to meet our savings targets while ensuring the changes we make are sustainable. By focusing on cost recovery, strategic partnerships, and community engagement, we're not just saving money; we're creating a stronger, more adaptable organisation.

This is as much about people as it is about processes. Staff are supported with a new Skills Framework and practical tools to help them thrive in new roles. We're also working with communities, giving residents more opportunities to shape local services and supporting projects that help them make a difference.

Looking ahead, we're focused on finalising redesigns, embedding changes, and ensuring everything we do continues to deliver real benefits for residents, so we can continue building an organisation that's fairer, greener, and ready for the future.

## **Purpose**

- 1.1. This report updates the Joint Strategic Committee (JSC) on the progress of the Organisational Design programme.

## **2. Recommendations**

- 2.1. The JSC is asked to consider, comment on and agree the progress of the programme, including the:
  - 2.1.1. **Objectives**
  - 2.1.2. **Update on the Organisational Design Programme**
  - 2.1.3. **Progress on delivery of the overall programme**
  - 2.1.4. **Savings forecast**
  - 2.1.5. **Building blocks**
  - 2.1.6. **Risks and mitigations**
  - 2.1.7. **Governance**

## **3. Progress on the organisational design programme**

- 3.1. **Our context:** Adur & Worthing Councils continue to face significant financial challenges, as highlighted in the [December Financial Strategy & Budget Update](#). This underscores the importance of maintaining focus on the long-term goals outlined in the [JSC July Organisational Design Update](#).
- 3.2. **Progress:** Delivery of the redesign of services is progressing well.
  - Digital, Housing, Neighbourhoods, Place & Economy and Resident Services have completed the redesigns of their service and teams are now receiving support to embed change.
  - Finance, Legal and Democratic Services, People & Change and Regenerative Development have completed their consultations and are in the next stage of the selection and recruitment process.

- Bereavement, Public Health & Regulation and Waste are finalising their proposals.
- Initial discovery work is taking place on Revenue and Benefits with a view for the staff consultation to take place in April 2025.

See Appendix One - Organisational Design Roadmap for timescales

See Appendix Two - RAG Ratings on the Areas of Focus for updates on progress.

- 3.3. To ensure that everyone is redesigning services that can help better adapt to future challenges, work with communities and be financially resilient, a common approach to redesigns has been created.
- 3.4. See previous November JSC report - [Future Offer on the Areas of Focus](#) which outlines for each service why changes are being made, what teams are planning for the future, how things will change, what residents will be able to do, how teams will support communities and work with partners, as well as how money will be saved and what the risks are and how these will be managed.

#### 4. Savings

- 4.1. The organisational design programme has a savings target of
  - £2,226,890 for 2024/25
  - £1,809,710 for 2025/26.
- 4.2. Each area of focus has its own individual savings target which forms part of the overall targets for 2024/25 and 2025/26. An area of focus is a service or a grouping of services which are being redesigned.
- 4.3. The savings targets built into the 2024/25 budget are being tracked against performance on a monthly basis using the monitoring process. This enables decisions on the programme timeline to be flexed based on the relationship between the proposed delivery dates and the projected savings. More detail can be found in the Financial Savings Tracker Appendix.
- 4.4. Accelerating the development of savings proposals for 2025/26
  - **Challenging services to go further:** Subsequent to the last update report, services have been asked to put forward proposals that meet both 2024/25 and 2025/26 savings targets in order to contribute to mitigating our in-year budget pressure and improve our position for 25/26 .

- **Increased support:** Our HR and Finance teams are supporting services to teams to redesign their services that meet the savings targets and support improved ways of working, with increased validation of savings assumptions.
- **Clear processes and templates:** A consistent roadmap and templates have been developed, templates and design clinics where leads can get support with tackling issues in their redesign.

4.5. It is worth noting that this is a programme being designed and, with the exception of some specialist resources, delivered by current staff rather than external consultants. This means it does need considerable focus from officers but has the advantage of being designed by people who really understand the services they are working and deeply embedding the changes that come from that.

## 5. Big shifts

In the Organisational Design update to JSC in November 2024, we outlined ways in which we are going further in how we redesign the way we work to better deliver our savings and be resilient.

These have now been translated into Proposals for Savings which are appendices in the reports for Adur Cabinet and Worthing Cabinet (1 February 2025).

- [Adur Cabinet - Budget Estimates 2025/26 and setting of the 2025/26 Council Tax.](#)
- [Worthing Cabinet - Budget Estimates 2025/26 and setting of the 2025/26 Council Tax.](#)

### 5.1. Adaptive

- Cost recovery and generating income: Section 4.4 and Appendix 2 of the Budget Estimates 2025/26 and setting of the 2025/26 Council Tax reports for both Adur and Worthing Cabinets set out the details on cost recovery and generating income on specific services.
- Stepping back from direct delivery of capital projects: The redesign of the Regenerative Development department will be complete by April this year and it will include focusing on working through partners for major projects rather than delivering them directly, using skilled developers and organisations to drive progress, allowing us to focus on strategic planning working across our Cabinet portfolio leads & officers.

### 5.2. Participative

- Resetting service standards: As part of the redesigns, we are setting expectations for service standards and these are outlined in the November 2024 JSC [Future Offer on the Areas of Focus](#)
- Community activation: We are redesigning teams to work more effectively with communities and businesses, supporting residents and local groups to take a more active role in delivering solutions.
- Attracting funding for community outcomes: We have now agreed the [New Approaches to Funding Community Outcomes](#) strategy which focuses on:
  - Expanding efforts to obtain external funds and investments to support council priorities, especially in light of financial constraints and reduced post-COVID commercial income.
  - Creating a central team within the Place & Economy redesign to develop funding propositions and collaborate with partners and communities for project delivery.
  - Building on achievements like the Worthing Heat Network and Sussex Bay, and exploring new funding avenues such as natural capital investments and local energy initiatives.

### 5.3. Resilient

- Asset management: The [Strategic Property \(Non-Residential\) Asset Management Plan 2024/Asset Strategy](#) outlines our approach to managing our non-residential property assets over the next 3 to 5 years. This includes a
  - Shift to a “Flight to Quality” approach, prioritising high-quality, sustainable assets while divesting non-core properties to reduce costs and enhance value.
  - Integrating asset management with the Medium-Term Financial Strategy, using disposals to fund improvements.
  - Ensuring assets help achieve our missions
- Organisational design: By continuing to progress with our organisational design programme, we are aiming to deliver the savings we need to make, while improving how we work and ensuring a balanced budget.
- Making the best use of every pound we contract: The [Procurement Strategy 2024-2027 for Adur & Worthing Councils](#) focuses on:
  - Ensuring every purchase and contract delivers the best value for residents and the councils.
  - Leveraging procurement to contribute to the missions in Our Plan.
  - Facilitating access for local small and medium enterprises and third-sector organizations to procurement opportunities.

## 6. Building blocks

6.1. The Organisational Design programme is not only redesigning services but also the wider levers of the organisations that embed change as a capability of its teams.

## 6.2. Work programme

The JSC February 2025 Work Programme and Q2 Performance outlines progress on [our work programme](#).

## 6.3. Supporting our staff to deliver outcomes for the community

**Building skills and careers:** Following the introduction of a new Skills Framework that clearly sets out what's needed for each role, staff that have gone through redesign are being supported to carry out Skills Audits and Personal Development Plans to enable them to know what is expected of them and how they can progress.

**Practical learning that makes a difference:** We continue to deliver our Management Development Programme, Participation Lab, and have now launched Trauma-Informed Training, to help staff work more effectively with communities.

**Preparing for the future:** We've developed a clear pathway to build essential specialist skills, starting with Participation, Digital, and Commercial areas, and now moving to Strategy & Programme Management, Communications and HR capabilities. This will create a workforce that's even more ready to adapt to future challenges.

## 6.4. Supporting teams through change post-redesign

As several services are being redesigned, it is important we support the new improved services to embed the changes into practice.

- **Supporting the launch of the new service:** Helping staff transition to the new ways of working, develop their skills and putting the mechanisms in place to work with other services, partners and communities.
- **Delivering the new service offer:** Delivering the new processes that put into practice the big shifts and transition to a more missions-based approach that delivers our priorities.
- **Refining and embedding the changes:** Working with stakeholders to continuously learn and improve, test out opportunities to grow and extend the improvements for communities and finances to other areas.

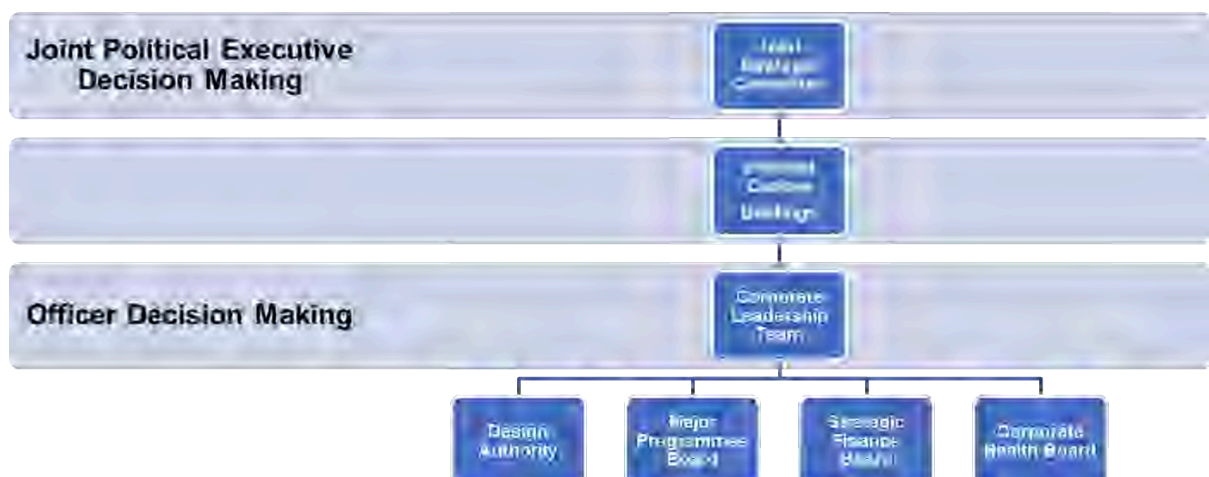
## 6.5. Working with our partners and communities

We are engaging partners and communities on how we are redesigning our organisation and practical opportunities for people to make a difference:

- **Strengthening partnerships:** We have collaborated with voluntary, community, and social enterprise (VCSE) organisations to identify priorities for future support. This engagement included [gathering insights](#) from nearly 150 stories as well as a community panel and deliberative events. We have launched our [commission](#) to identify a partner to provide future support for our VCSE.
- **Empowering communities:** We have developed a neighbourhood model to give residents a stronger voice in improving their local areas and collaborating with partners for a fairer and greener local area.
- **Supporting local projects:** To further support our communities, we have been [commissioning](#) initiatives to help local groups tackle the cost of living and explore new economic models that enable them to grow and thrive. We launched a [programme](#) to support this in February.

## 7. Governance

7.1. We continue to use the governance set out in the JSC Organisational Design July 2024 update.



- **Improved governance:** The Design Authority meets weekly to review each stage of a service redesign, and a dedicated session is held weekly to monitor progress and address any issues.
- **Savings and financial planning:** Financial modelling is now closely linked to ongoing project plans to ensure all potential savings are identified and recorded.
- **Effective project tracking:** We're streamlining the tracking and reporting of multiple projects so that boards can quickly see progress and decide which areas need immediate attention.
- The [JSC February 2025 Work Programme and Q2 Performance](#) outlines progress in continued improvement in our governance.

## 8. Engagement and Communication

- 8.1. Keeping staff informed and involved:** We're sharing regular updates with staff through briefings for all teams, managers, and specific services. This includes "lunch & learn" sessions on new services, a dedicated intranet hub about the redesign, a campaign focusing on our principles, and workshops where staff can help shape future opportunities. We're also using creative communication tools like videos and podcasts to keep everyone engaged.
- 8.2. Updating Cabinet members and councillors:** Cabinet members receive updates on specific areas of focus, and all councillors are briefed every two months to keep them informed about progress.
- 8.3. Working with unions:** We hold monthly meetings with unions to share updates on the redesign programme and workforce policies, gather their feedback, and use this to improve how we redesign services and support staff during the process.
- 8.4. Working with partners and communities** Section 7.5 outlines the activity we have done in this space.

## 9. Financial Implications

- 9.1.** The savings targets from the organisation design programme were a key contributor to balancing the 2024/25 revenue budgets for both Adur and Worthing Council. Any delay in delivery of the programme or shortfall in savings against the target therefore create a financial pressure. Current



projections and the financial impact are outlined in the Appendix Financial Savings [spreadsheet](#).

## **10. Legal Implications**

- 10.1. 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.
- 10.2. Section 1 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
- 10.3 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.
- 10.4. 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 One - Organisational Design Roadmap
- Appendix Two - RAG Rating of Areas of Focus
- Appendix Three - Financial Savings Tracking progress

## **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 Two – RAG Rating of Areas of Focus**

Area of Focus	Progress	Next Steps	RAG
<b>Community Capacity</b>	Redesigned complete. New teams embedded across the organisation, including within People and Change, Neighbourhoods and Housing		Complete
<b>Neighbourhoods</b>	Redesign complete. New teams formed.	Work on non-staff savings proposal in progress.	Complete
<b>Housing</b>	Redesign complete. New Teams formed.  Improvement Plan to tackle policy & finance around key areas including voids, debt recovery and temporary accommodation.		Complete
<b>Resident Services</b>	Redesign complete. New teams formed.	Work on non-staff savings and bring forward phase 2 of the redesign now referred to as Revenue and Benefits.	Complete
<b>Digital</b>	Redesign complete. New teams formed. Work on embedding Digital First approach.		Complete
<b>Place and Economy</b>	Announcement of new structure and teams in place .	.	Complete

<b>Regeneration &amp; Major Projects, and Planning</b>	New Structure announced. Recruitment and selection process now taking place.	New team structure in place by April 2025.	In Progress
<b>Public Health &amp; Regulation</b>	Different operating models of service provision have been reviewed  Fees and charges for public health and regulation being reviewed  Opportunities to offer additional services (eg faster follow up on food waste inspections)	Further work on additional design proposals to go to Design Authority on the 28th February to include further detail on link between Environmental Health and Planning regulatory functions; integration with the Neighbourhood model; assessment of commercial model; income, exploring joint working especially across admin roles and a digital deep drive.	In Progress
<b>Finance</b>	Final Structure agreed. Recruitment and selection process taking place.	New team structure in place by March 2025.	In Progress
<b>Legal and Democratic Services</b>	Staff Consultation closed and Final Structure agreed. Recruitment process complete.	New team structure in place by April 2025.	In Progress
<b>People and Change</b>	Staff Consultation closed and Final Structure agreed. Recruitment and selection process completed.	New team structure in place by April 2025.	In Progress
<b>Revenue and Benefits</b>	Proposal to be agreed by Design Authority	New team structure expected to be in place by July 2025.	In Progress
<b>Bereavement</b>	Consideration of the business case presented by the Consultant has taken place.	Recommendations to be considered to inform future design of the service in March.	In Progress
<b>Waste</b>	Annual review of commercial and garden waste tariffs  Review of provision of public conveniences  Maximising efficiency of services	Continued development of technology to improve resilience and service quality  Implementation of rounds review by February 2025	In Progress



	<p>through rounds review and adoption of digital technology as part of neighbourhood working</p> <p>Approval of fleet strategy</p> <p>Review of collection rounds to ensure resilience and maximise efficiency in light of the growth in the number of households</p>		
<b>Parking</b>	<p>Initial redesign work completed. Any further work will be considered as part of the Neighbourhood model.</p> <p>Work on asset management and Parking policy is reported via the work programme.</p>		Complete

Areas of Focus	Target Saving 2024/25	Target Saving 2025/26	Total Savings Target	2024/25 total savings identified	2025/26 total savings identified	Overall 2 year savings gap	Actual saving pro rata for implementation timeline	2024/25 in Year actual saving gap
Neighbourhood Place	504	0	504	310	243	-49	239	265
Resident Services	104	96	200	187	126	-113	82	22
Community Capacity	266	209	475	301	39	135	233	33
Regenerative Development	173	0	173	173	0	0	141	32
Housing	310	355	665	272	43	350	449	-139
Core Services	215	0	215	-100	1402	-1087	0	215
Bereavement	160	796	956	658	92	206	536	-376
Waste	62	157	219	57	0	162	38	24
Environmental Health	97	78	175	0	119	56	39	97
Other Peoples Money	0	101	101	31	0	70	0	-39
Repairs and Maintenance	0	17	17	0	17	0	0	0
Contracts savings	0	0	0	0	85	-85	0	0
<b>Total Organisational design</b>	<b>2226</b>	<b>1809</b>	<b>4035</b>	<b>1889</b>	<b>2201</b>	<b>-55</b>	<b>1773</b>	<b>453</b>
Other initiatives	1144	0	1144	906	183	55	835	310
<b>Overall budgeted savings 2024/25</b>	<b>3370</b>	<b>1809</b>	<b>5179</b>	<b>2795</b>	<b>2384</b>	<b>0</b>	<b>2608</b>	<b>763</b>

Summary of Financial Savings Tracker 2024-2026

Area of focus	Budgeted Savings Target 2024/25	Budgeted Savings Target 2025/26	Total target savings 2024/25	Savings identified 2024/25	Savings identified 2025/26	Shortfall in savings identified against target	2024/25 expected in year savings	2024/25 in year savings gap	Shortfall in savings due to implementation delay
Neighbourhood	-£740,390.00	0	-£740,390.00	-£419,660.00	-£248,359.00	£72,371.00	-£365,141.00	£375,249.00	-£302,878.00
Place	-£173,210.00	-96268.25	-£269,478.25	-£286,219.95	-£126,343.84	-£143,085.54	-£230,675.82	-£57,465.82	-£85,619.72
Resident Services	-£265,910.00	-£209,159.90	-£475,069.90	-£300,805.00	-£38,801.67	£135,463.23	-£232,933.16	£32,976.84	£102,486.39
Community Capacity	-£196,990.00		-£196,990.00	-£196,991.00	£0.00	-£1.00	-£164,475.50	£32,514.50	-£32,515.50
Regenerative Development	-£333,620.00	-£355,205.50	-£688,825.50	-£371,681.38	-£43,450.00	£273,694.12	-£455,146.37	-£121,526.37	£395,220.49
Housing *	-£222,090.00		-£222,090.00	£100,000.00	-£1,402,750.80	-£1,080,660.80	£0.00	£222,090.00	-£1,302,750.80
Core Services	-£203,320.00	-£796,219.50	-£999,539.50	-£618,714.10	-£8,450.00	£372,375.40	-£535,608.82	-£332,288.82	£704,664.22
Bereavement	-£61,770.00	-£157,471.00	-£219,241.00	-£56,627.00	£0.00	£162,614.00	-£37,751.33	£24,018.67	£138,595.33
Waste	-£173,920.00	-£77,962.00	-£251,882.00	£0.00	-£168,700.00	£83,182.00	£0.00	£173,920.00	-£90,738.00
Environmental Health	£0.00	-£100,771.57	-£100,771.57	-£30,897.80	£0.00	£69,873.77	-£38,704.00	-£38,704.00	£108,577.77
Other Peoples Money	£0.00	-£16,650.76	-£16,650.76	£0.00	-£17,500.00	-£849.24	£0.00	£0.00	-£849.24
Corporate									
Contracts	-£335,160.00	£0.00	-£335,160.00	£0.00	-£34,950.00	£300,210.00	-£16,087.29	£319,072.71	-£18,862.71
Across the board changes in salary calculation	£0.00	£0.00	£0.00	-£82,016.00	£0.00	-£82,016.00	£0.00	£0.00	-£82,016.00
Corporate Central Budget - Consultancy	£0.00	£0.00	£0.00	£0.00	-£122,900.00	-£122,900.00	£0.00	£0.00	-£122,900.00
Repairs & Maintenance (including vandalism)	£0.00	£0.00	£0.00	£0.00	-£85,111.25	-£85,111.25	£0.00	£0.00	-£85,111.25
Utilities	-£280,000.00	£0.00	-£280,000.00	-£280,000.00	-£140,000.00	-£140,000.00	-£280,000.00	£0.00	-£140,000.00
Treasury/asset review	-£380,000.00	£0.00	-£380,000.00	-£250,000.00	£0.00	£130,000.00	-£250,000.00	£130,000.00	£0.00
Chief Executive - growth to support devolution	£0.00	£0.00	£0.00	£0.00	£50,000.00	£50,000.00	£0.00	£0.00	£50,000.00
Other (Adur Civic Presence)	-£4,840.00	0	-£4,840.00	£0.00	£0.00	£4,840.00	£0.00	£4,840.00	£0.00
	<b>-£3,371,220.00</b>	<b>-£1,809,708.48</b>	<b>-£5,180,928.48</b>	<b>-£2,793,612.23</b>	<b>-£2,387,316.56</b>	<b>£0.00</b>	<b>-£2,606,523.29</b>	<b>£764,696.71</b>	<b>-£764,697.02</b>

\* The savings generated from the redesign delivery model will offset the future expected growth and demand

2025/25 in year Savings expected - this is a forecast of the expected costs that will actually be made in 2024/25 taking into account any delay to the implementation of the proposed change.

2024/25 in year savings gap - highlights the gap between the actual saving expected in year against the 2024/25 target.

Shortfall in savings due to implementation delay - Reflects the shortfall in saving for 2024/25 that is due to a delay in implementation, as opposed to the saving not being identified.