Key Decision: No

Ward(s) Affected: None

Phase 1: Organisational design and capability building

Report by the Chief Executive

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Executive Summary

1. **Purpose**
   1.1. Since the appointment of Catherine Howe as Chief Executive (CEX), the organisational leadership team, made up of senior officers within Adur and Worthing Councils, have been meeting to develop a new Corporate Plan to replace 'Platforms for our Places' as well as looking at what organisational changes are needed. The next phase of this work is for staff, member and community engagement to allow a wider group of people to contribute to this work over the course of the summer in order to inform budget conversations into the Autumn.
   1.2. This paper outlines the first phase of organisational changes, which are targeted at creating the capability and capacity needed to deliver wide ranging changes. It is built around the principles of participation, resilience and adaptability, which will be needed in order to deliver the Corporate Plan once it is agreed.
   1.3. Also included are changes needed to reflect a renewed emphasis from both councils on communication and engagement (both internally and externally), and the additional capacity needed to support democracy and participation.

2. Recommendations

2.1.   To note that the Chief Executive will be proceeding with the phased organisational design changes outlined in this report.

2.2.   To request the Chief Executive brings back the developed three year programme for implementing the new Corporate Plan to this committee for consideration in advance of the budget setting process and prior to its approval by both full Councils.

2.3.   That the Corporate Plan be the basis of the next phases of organisational change.

3. Context

3.1. Background

3.1.1.   Adur and Worthing Councils came together in a delivery partnership in 2007. The partnership is designed to preserve the sovereignty of each elected body while maximising the ability to share delivery resources and staff under the leadership of a shared Head of Paid Service - the Chief Executive.

3.1.2.   The partnership has until this year been working to a shared strategy - Platforms for our Places.

3.1.3.   With the latest version of that strategy coming to an end this year, it is appropriate both to refresh the organisational strategy as well as looking again at the delivery model and design of the Councils's workforce.

3.1.4.   This work needs to be done in the context of the developing Corporate Plan so that the organisation is re-shaped to reflect the priorities within the agreed Plan.

3.2. Why now?

3.2.1.   A complete organisational review has not been carried out since the partnership came together, since which time many incremental changes have been made to roles and structures. In order to ensure effective alignment to organisational ambitions, it's important to review the organisation to make sure that it is set up to succeed with respect to its new Corporate Plan - which is in turn there to ensure the Councils can deliver on their respective ambitions.

3.2.2.   The initial changes outlined in this report set the organisation up for an ongoing process of change, which will allow us to adapt how we work on a continuous basis. In this first phase, the

emphasis is on creating the change capacity, and getting a substantive leadership structure in place to be able to deliver the policy objectives of both Councils.

3.2.3. To this end we are not intending a wholesale organisation change - instead we will work incrementally at a pace that is financially and organisationally sustainable. As such we will be defining each phase of the change work over time, as follows:

3.2.3.1. Phase 1 (July-September 2022) - to resolve the current interim leadership arrangements and create capacity for ongoing planning and change work

3.2.3.2. Phase 2 (July - December 2022) - to reshape the organisation to reflect both the budget setting process and the needs of the new Corporate Plan. This phase will be about responding to our budget challenges by looking at the organisational design as a whole rather than 'salami slicing'.

3.2.3.3. Future phases - to work incrementally with staff for future design changes as we develop the delivery of our Corporate Plan.

3.2.4. By paying constant attention to our organisational design and structures, and building in increased ability to prioritise and plan, we will be able to deliver on one of our key priorities: making the most of what we have.

3.3. This work, which was started last year, reflects the impact of two extraordinary years on the Councils and their communities. We have learned from the experience of the pandemic in four main ways:

3.3.1. To ensure that we put staff wellbeing and organisational resilience at the heart of what we do

3.3.2. To further develop our work with communities - removing organisational barriers that make it difficult for us to be an effective partner

3.3.3. To build into our structures the capacity to adapt and change - treating change as a constant, rather than something that happens intermittently

3.3.4. To embed the use of multidisciplinary teams that help us avoid working in silos - internally and externally

3.4. **What kind of council do we want to be?**

This learning has distilled into three qualities that are vital for our organisation and which will be designed into how we work at every opportunity and guide the development of the Corporate Plan:

3.4.1. **Resilience**: We will be resilient, making the best of limited resources and investing in our people.

3.4.2. **Adaptable**: We will be adaptable: this means fixing the basics while finding innovative ways to meet changing needs effectively.

3.4.3. **Participative**: We will make participation central to how we work, putting people at the heart of decision making and delivery both internally (staff) and externally (our communities, working alongside our elected representatives).

3.5. **What changes do we need to make to create the capacity for this to happen?**

3.5.1. This is a broad transformation that will need to be made over time, but the first step towards this is creating the capacity and capabilities needed to make this shift and to focus on our organisational priorities. This paper is about unlocking those changes so that we can develop the Corporate Plan and fuller organisational design. These changes are:

3.5.2. **Increased focus on Technology & Change**
Technology is central to our ability to deliver and our work in this area has been exemplary. There is more to be done, however, if we are to move to the next stage of digital transformation and this means creating increased leadership capacity around this important area.

3.5.2.1. In order to improve our approach to delivery and change more widely, we will develop a Project Management and Planning function to manage work in progress across the councils and to forward plan our resources.

3.5.3. **Increased focus on Democracy and Participation**
If we wish to make participation, internally and externally, a priority, then we need to create focus and leadership capacity in this area. This means:

3.5.3.1. A review of the Communication function to create a stronger connection with our participation work and deliver changes to support the different needs of the two councils.

3.5.3.2. Bringing together internal and external engagement so that we can share skills and tools across both staff and community conversations.

3.5.3.3. Increased capacity for democratic and participative process design so that we can deliver ambitious projects in-house, such as the citizen's assembly.

3.5.3.4. Increased capacity to deliver support and change in governance and scrutiny processes.

4. Engagement and Communication

4.1. OLT: We have been working on the Corporate Plan and overall design process with the Organisational Leadership Team (made up of directors, Heads of Service and key senior staff) for over 6 months to co-design this work.

4.2. Staff: We have engaged directly with over 70 staff on the Corporate Plan as it develops and are planning more detailed engagement over the coming months to help shape both the Plan and the organisational design work.

4.3. Members: We have engaged with each council's Executive Leader and in the next phase we will be working with portfolio holders across the two councils to shape the Corporate Plan.

4.4. As the Corporate Plan develops we will also be using it to shape our planned budget consultation process in the Autumn.

5. Financial Implications

5.1 During phase 1, the posts created will be funded from the vacant posts within the establishment as they are reconfigurations of existing posts.

5.2 If however the costs cannot be contained within the budget available, a further report detailing the investment required will be presented to members.

6. Legal Implications

6.1 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.

6.2   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

Background Papers
- Joint Committees Agreement

Sustainability & Risk Assessment

1.   Economic
- Matter considered and no issues identified.

2.   Social

2.1   Social Value
- Matter considered and no issues identified.

2.2   Equality Issues

- 2.2.1   Needs considering

2.3   Community Safety Issues (Section 17)
- Matter considered and no issues identified.

2.4   Human Rights Issues
The proposed plans should help the Councils in their work to advance and protect Human Rights. For example, it is hoped that through ongoing improvements to our governance processes the Councils will be able accelerate and improve their work in enabling our residents, communities and places to thrive.

3. Environmental
- Matter considered and no issues identified.

4. Governance
- Matter considered and no issues identified.