

CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 MARCH 2019

ORGANISATIONAL REDESIGN PROGRAMME UPDATE

Summary

1. The Corporate and Communities Overview and Scrutiny Panel will receive an update of the Council's Organisational Redesign Programme.
2. The Cabinet Member with Responsibility for Transformation and Commissioning has been invited to the meeting.

Background

3. On 12 September 2019, the Council received a report regarding the Organisational Redesign Programme. This report set out the organisation design principles, revised Directorate structure and corresponding tier 2 and 3 management posts and responsibilities.
4. As also stated in the report a programme of work was developed to progress the following:
 - Total Reward offer
 - Approach to recognising technical versus management roles
 - Creating a culture of performance and productivity
 - Where we work from
 - How we engage with our residents and service users, in particular our digital capacity and capability, and
 - Standardising the way we work
5. The Total Reward offer and digital engagement are being progressed as separate projects are not included in this report.
6. This report provides an update on progress on the other activities that form the Organisational Redesign Programme.

What has been achieved since September 2019?

7. Realignment of the Directorate structure and recruitment to tiers 2 and 3 is now completed. The outcome of this is that all posts with the Senior Leadership Team and Chief Officers Group have been appointed to with external appointments having agreed start dates.

8. A programme has been established that is sponsored by the Chief Executive. The Strategic Director of Commercial and Change is the deputy project sponsor and is responsible for the day to day management of the programme.

9. The Council has engaged two external organisations to support the programme as follows:

- Cipfa Co - Organisation Transformation Support
- Peopletoo – Adult Social Care Review

(Details are provided in the next section of this report)

What is the current phase of the Organisational Redesign Programme?

10. The current phase of the programme is to implement the changes needed to how the Council operates based on the principles that were agreed in September 2019 of:

- a) One Worcestershire
- b) Organisation Design
- c) Workforce Support
- d) Customer Focus
- e) Demand Management and Standardisation.

11. Further details of these are included in Appendix 1.

12. The programme is divided into two workstreams:

- i) Council Transformation Programme
- ii) Adult Social Care Review

What is the Council's Transformation Programme?

13. The Council has engaged C.Co Ltd (a subsidiary of CIPFA) to undertake a programme of activities to transform how the Council operates, embed new ways of working and establish a permanent transformation capability to support future change management.

14. The key deliverables of this work are to:

- Measure the baseline performance and productivity of the organisation
- Produce the Transformation Strategy
- Develop transformation capability
- Develop officer governance and decision making process
- Implement a new model of Business Support
- Review the 2020/21 budget savings proposals

15. The programme started in January 2020 and is planned to complete in August 2020.

16. A series of projects is also being developed which will be delivered during 2020/21 by the new Transformation Team when established.

What is the Adult Social Care Review?

17. Peopletoo have been engaged to review the current adult social care operating model and to provide a forecast of future demand.

18. The key deliverables of this work are:

- Review the current operating model and provide an understanding of future demand and cost for adult social care
- Key principles to align transformation work to
- An assessment of demand management and efficiencies that could be achieved through adoption of the principles
- Review of current plans and initiatives
- Assessment of current in-house provider services
- Assessment of the external market capabilities and capacity
- Assessment of social work practice and capacity

19. The programme started in February 2020 and is planned to complete in April 2020.

20. The work is primarily a review of the current operation and performance. It is anticipated that the outcome will be recommendations of a programme of transformation projects to implement new ways of working.

Conclusion

21. This report provides an overview of the activities that are currently ongoing and will continue in 2020/21 to deliver organisational redesign and embed the principles to transform how the Council operates in a more effective and efficient way.

22. The programme will establish a capacity and capability within the Council to support the ongoing transformation needed to respond to the challenges and changes in the future.

Purpose of the Meeting

23. The Corporate and Communities Overview and Scrutiny Panel is asked to:

- Consider the information in the update
- Determine whether it would wish to carry out any further Scrutiny, and
- Agree whether it would wish to make any comments to the Cabinet Member with Responsibility for Transformation and Commissioning.

Supporting Papers

- Appendix 1 – Organisation Design Principles

Contact Points

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Background Papers

In the opinion of the proper officer, in this case the Democratic Governance and Scrutiny Manager (Interim Monitoring Officer), the background papers relating to the subject matter of this report:

Agenda and minutes of the Council on 12 September 2019 (Agenda item 5 (a) Reports of Cabinet - Matters which require a decision - Organisational Redesign Programme)

[All agendas and minutes are available on the Council's website here.](#)

Appendix 1 – Organisation Design Principles

a) One Worcestershire

- i. We will demonstrate a “One Worcestershire” approach – across Council departments and with our partners to provide effective and efficient services across the county.
- ii. We will be business-like in how we speak and how we operate.
- iii. We will be fast followers of best practice and innovation.

b) Organisation Design

- i. Our structures will support the future governance arrangements of the Council, allowing chief officers and members to make clear and effective decisions to support our strategy.
- ii. Our structures will be clearly arranged around the delivery of corporate priorities.
- iii. Structures will be affordable and meet future savings parameters collaboratively.
- iv. We will ensure that all structural decisions are evidence based and designed against demand.
- v. We will take a whole systems approach to designing our new structures, ensuring everything we do creates value.
- vi. Our structures will have spans of control which are appropriate to the services being delivered. The levels/tiers within the organisation will be based on contribution and will not exceed 6 layers of contribution.
- vii. Our structures will provide a platform for continued change and development.

c) Workforce Support

- i. We will invest in our workforce to ensure we have the right people in the right roles for our future organisation.
- ii. We will have a professional, enabled and flexible workforce that uses intelligence and insight to respond to changes in demand.
- iii. We will ensure we have modern and competitive people policies, practices and structures to attract and retain the right talent.

d) Customer Focus

- i. We will only undertake activity that adds value to the customer allowing our resources to be focused on those who truly need it.
- ii. We will be structured around community need rather than Council function, ensuring those with common goals work together.

e) Demand Management and Standardisation

- i. We will adopt and encourage standardised and minimal processes and group common functions into a central structure.
- ii. We will manage demand for services, adopting modern technology to deliver a digital by default approach to support customers to do more themselves.