

**SAVINGS AND TRANSFORMATION AND DELIVERING COUNCIL PRIORITIES –
ORGANISATIONAL REDESIGN**

SUMMARY AND RECOMMENDATIONS:

The purpose of this report is to provide Cabinet with an update on progress in relation to the Council's transformation and savings programmes and set out proposed changes to the Council's staffing structures arising as a result of a consequential review of organisational design.

The changes result in an ongoing annual saving to the Council's revenue budget between £167,000 and £179,000 with a net transition cost in 2022/23 of £41,000 which will be met from existing budgets.

Recommendations:

That Cabinet

- (1) Note the progress to date of the ICE Transformation Programme and the establishment of the Savings and Transformation Programme (STP).
- (2) Note the new Senior Management arrangements
- (3) Note the proposed changes to the staffing establishment set out in the report to enable the delivery of key priorities
- (4) Note that the Chief Executive will take forward further staffing and other service changes through the Savings and Transformation Programme in line with the requirement outlined in the new MTFS, 2023/24 budget and as a result of any further joint working with Hart District Council.
- (5) Approve the revised Chief Officers Pay Scales in line with the new Senior Management arrangements outlined in para 5.12
- (6) Approve an interim amendment to the current pay policy to allow a market supplement of up to £10,000 pa for specific hard to recruit roles while a review of recruitment and retention is underway.
- (7) Authorise the interim Executive Head of Finance to amend in year budgets as required in line with the financial implications set out in this report

1. INTRODUCTION

- 1.1 The Council is facing very difficult circumstances across the board with unprecedented challenges and increased uncertainty, the like of which hasn't been seen before. The Council's financial position following the pandemic was extremely challenging and this has been exacerbated by the current financial turmoil, increased demands from residents and the many challenges facing

public and voluntary sector partners. The revised Medium Term Financial Strategy also on this meeting agenda sets out in detail the nature and extent of the financial position of the Council.

- 1.2 In responding to this position, I have found it necessary to consider a number of changes to organisational structures, design and ways of working. These are outlined within this report. The changes proposed will, it is hoped, enable the continued delivery of priorities, particularly the regeneration of Farnborough and Aldershot town centres, whilst also managing increasing and changing demand from customers and help address the Council's savings requirement. The changes set out in this report are significant, but further changes can't be ruled out in response to the external environment and the changing nature of conditions.
- 1.3 The Council recently agreed a "Joint Working Together Statement" with Hart DC which set out a direction of travel where the Councils would consider sharing more services and work together in a strategic way. The first stage of this work was to look at the business case for sharing a Chief Executive across the two authorities, with an intent that a single joint Chief Executive would be better placed to drive forward further shared services which could improve resilience and deliver savings across both Councils. Due to timing, the changes within this report are focused on Rushmoor but have taken the work with Hart into consideration. It is important for Members to note that, in the event both Councils agree to move forward with a shared Chief Executive, then other staffing changes will be required in the near future and the nature of these would be dependent on the outcome of the work and any appointment process.

2. ICE PROGRAMME

- 2.1 In October 2019, the Cabinet agreed the mandate for a transformation programme known as ICE, which built on the Council's previous transformation activity and was focused on
 - Moving to a more customer centric approach;
 - Reducing the ongoing cost of services in a sustainable way; and
 - Creating some financial headroom to help balance the Council's budget and deliver different or better outcomes in line with the 3-year business plan
- 2.2 This report sets out the progress of the ICE programme and explains the background to the establishment of the Savings and Transformation Programme (STP). It recognises the contribution that organisational redesign can make to the ongoing financial sustainability of the Council and sets out proposed changes that I consider, as Head of Paid Service, as necessary to make in order to deliver savings to the STP, whilst addressing key risks and maintaining progress on delivery of the Council Plan.
- 2.3 The ICE programme outcomes agreed at the time by the Member Task and Finish Group were as follows;

Improved and modernised core business

This means:

- The Council will be thinking digitally and understanding how it can use technology to improve services, increase productivity and create capacity and flexibility
- The Council will have redesigned services, targeting its resources on residents' and businesses' needs and our agreed priorities
- Everyone will feel well informed and connected and can collaborate in ways that support the delivery of the Council's collective priorities and not just its individual work
- A clear workforce strategy will be in place to make sure the Council have the skills it needs now – and tomorrow

Consistently excellent Customer Experience

This means:

- The Council will offer consistently excellent customer service with a single/combined customer service as close to the customer as possible. The Council will work towards delivering a single-view of the customer throughout the Council.
- The Council will have implemented and simplified the technology and processes it needs to create consistent and excellent customer journeys for many of its services across multiple channels
- The Council's customers will have more opportunities to 'self-serve', reducing contact and saving time and money
- Customers will be happy and confident to self-serve and use lower-cost channels
- The Council will be more visible out in the Borough and better connected in how it looks after the place
- The Council will be making sure the residents and businesses are well informed about its priorities, services and campaigns

Enable efficiencies, delivered savings and generated more income

This means:

- The Council will have achieved at least £1.5 million of ongoing net expenditure reductions by the end of the programme
- The Council will be thinking about the future of services across the Borough differently and taking opportunities to manage, reduce or turn off demand
- The Council will be thinking and working in a 'commercially aware' way - understanding and managing costs better, and maximising opportunities to generate income and to recover its costs
- The Council will be using procurement to help deliver efficiencies and savings whilst ensuring that wider policy requirements are met.

2.4 Despite the majority of ICE programme activity taking place during the pandemic, the programme has made good progress against many of the desired outcomes and reports progress regularly to the Transformation Task and Finish Group. The ICE programme is currently due to end in March 2023

at which point there will be an end of programme review but included at Appendix A, is a summary of programme deliverables to date. A new Customer, Digital and Technology Strategy will come forward once the approach with Hart is agreed, with an interim digital plan due to be considered as part of this year's budget setting processes.

3. SAVINGS AND TRANSFORMATION PROGRAMME (STP)

- 3.1 Earlier this year, the Council recognised that in order to meet its Medium-Term Financial Strategy (MTFS) it was important to increase the Council's focus and maintain project governance around the delivery of savings. As a result, the STP was established to ensure delivery of the combined savings agreed through the Cost Reduction and Efficiency work (CREP) last year and the transformation aspects of ICE which were most likely to support delivery of future savings.
- 3.2 The IT enablers and IT systems and software change elements of the ICE programme are now managed directly through the ICT and Facilities Service Management arrangements and still overseen by the Executive Director and Digital Portfolio holder.
- 3.3 The STP is currently on target to deliver circa £1.9m through the period 2021-2024. The savings elements of this work are overseen by the Budget Strategy Working Group and Cabinet.
- 3.4 One area of the STP work for this year which has now come to fruition relates to a review of the Council's Organisational Design or staffing structures. This type of review is always a balance between identifying opportunities to reduce spend on staffing to contribute savings to the Council's increasingly challenging financial position, whilst maintaining a focus on delivery of the priorities in the Council Plan.
- 3.5 The review has covered:
 - Opportunities for savings to be delivered from changes to Head of Service and service management arrangements
 - Savings opportunities in services arising from responses to the Council's MARS scheme
 - Changes required resulting from the withdrawal from the Agency arrangements with Hampshire County Council relating to Traffic Management.
 - Areas of increased risk or pressure considered critical to delivery of Council Plan priorities.
 - The impact of an increasingly difficult labour market in areas of the Council, particularly where we are in competition for resources with the private sector

4. MANAGEMENT CHANGES - BACKGROUND

- 4.1 The senior management arrangements currently in place were broadly established in 2018, with further changes in reports in April 2020 and June

2020, the latter of which created the post of Assistant Chief Executive and strengthened the Council's approach to Policy, Strategy, Risk and Performance. The Council currently has its most challenging and ambitious work programme, arguably since it was created. The Council also transformed how it works as a result of working through the pandemic, through changes to patterns and ways of working and increased use of technology.

- 4.2 The Council is increasingly working much more commercially across services and the regeneration programme and other capital projects requires a wider range of skill sets and changes to how people work.
- 4.3 This has impacted on what is needed from senior leaders and service managers. This includes a need for increased flexibility, the desire to adapt and learn alongside with the ability to manage teams, partnerships and third-party contractors working in a wide variety of hybrid arrangements.
- 4.4 I am proposing to amend the current senior leadership team arrangements to broaden the makeup of the Executive Leadership Team (ELT) to reflect the changes and challenges that are faced and to provide a renewed focus on the priorities at Executive level. The Corporate Management Team (CMT) arrangements will also be broadened to expand the number of existing managers able to contribute to the leadership of the organisations and improve the diversity of input to corporate decision making. This wider team will also ensure enhanced capacity in the event that the Council does choose to move forward with a joint Chief Executive with Hart with increased delegations and responsibility passed to those managers.
- 4.5 Key areas of risk to delivery include the service areas of Finance, Property, parts of the IT service, Regeneration and Legal. Changes to the Finance service are well underway and an interim Executive Head of Finance has joined to provide cover whilst longer term arrangements for the permanent appointment to the post are considered. Proposals for the Regeneration and the Property and Estates functions are set out in section 5 below.

5. MANAGEMENT CHANGES - PROPOSALS

- 5.1 A series of opportunities have presented at Head of Service level and the proposals below seek to take advantage of this in the current financial year and beyond whilst developing a different form of senior leadership.

Head of Democracy and Community

- 5.2 The current Head of Democracy and Community expressed a desire to reduce his work and as a result a proposal has been developed which enables the permanent reduction of the role. The proposal would see the current postholder resign and an interim contract put in place to oversee the running of elections for 2023 and 2024 reporting directly to the Chief Executive as Returning Officer. This support is vital for the next two election cycles as a result of the changes being brought in by Government, such as voter ID.

- 5.3 The day-to-day role of managing democracy and the electoral registration system will in future be undertaken by the current Service Manager in a redesignated Corporate Manager role reporting directly to the Executive Director and Monitoring Officer. This role would also be a designated Deputy Monitoring Officer. This postholder will join the new Corporate Management Team.

Assistant Chief Executive (ACE)

- 5.4 The Council's approach to Climate Change has been managed through the Head of Democracy and Community role. In order to strengthen and coordinate this approach, the function will be led by the Assistant Chief Executive thereby forming part of the wider policy and strategy function.
- 5.5 It is envisaged that the Community Development Team will continue to focus on the delivery of the Supporting Communities Strategy and increasingly be engaged with working alongside health partners on the wider determinants of health. In the short term, the team will need to provide support in line with the strategy and the impacts of the cost-of-living crisis and changing economic circumstances. It is therefore proposed that this service area also be located with the ACE. The Community Development Manager role will also provide some direct support to the Executive Director leading on Health and the hours associated with this role will be increased to reflect the additional workload.
- 5.6 In addition, the ACE and her team will support the Policy and Projects Advisory Board going forward whilst Ian Harrison, Executive Director will move to support the Overview and Scrutiny Committee. This is a change to the existing arrangements.

Head of Property, Estates and Technical Services

- 5.7 The post of Head of Property, Estates and Technical Services role approved in April 2020 became vacant at beginning of the year. The Property and Estates elements of the service are currently being overseen at Head of Service level by Tim Mills, the Head of Planning and Strategic Housing, reporting to Karen Edwards, Executive Director. This interim role has been working well and despite the property and estates service having a number of permanent roles covered by interim/contract resources, good progress has been made on the service priorities.
- 5.8 My intention is to permanently establish the role currently undertaken by Tim Mills, redesignated as Executive Head of Property and Growth. Under the new arrangements reporting will for the time being continue to both Executive Directors, Ian Harrison for the Development Management, Planning Policy and Building Control aspects of the post and to Karen Edwards for the Property, Estates and other building and capital project related aspects of the role.

Head of Operations

- 5.9 In line with the designation of the Executive Head of Property and Growth, the Head of Operations has a similarly large and complex portfolio of services. It is proposed to redesignate this role as an Executive Head (of Operations) and this post will join the ELT.
- 5.10 It is worth noting that there is an emerging work programme driven by the move to a new waste collection system across Hampshire and other changes under the Environment Act. This is on top of a wide range of other changes including projects to secure savings and the need to re-procure the Council's leisure services contract. I have therefore asked the Executive Head of Operations to bring forward proposals in relation to the future arrangements in his service area at the appropriate time.
- 5.11 The two new Executive Head posts will join the Executive Leadership Team (ELT), alongside the Chief Executive, both Executive Directors, Executive Head of Finance and the Assistant Chief Executive. Both Executive Heads and the ACE will be moved onto the Executive Head pay scale.
- 5.12 A review of the senior officer pay scales undertaken 2 years ago identified that the Council's pay was mid-range to low when compared to other Hampshire authorities and no action was taken at that time. Recent benchmarking work identified that the Chief Officers Pay Scales have fallen further behind many of those at other local authorities across Hampshire and Surrey. For example, recent Director and Head of Service roles in Hampshire have been advertised at 15-20% more than the top of the Council's existing Chief Officer pay scales. 2 Heads of Service have left in the last 10 months to roles with higher remuneration.
- 5.12 It is therefore also my intention to extend the current Executive Director pay grades with increments added in order to close the gap between Rushmoor and other councils' Executive Directors' pay. In addition, it is in recognition of the reduction in senior management capacity as a result of these proposals and ultimately in delivering the savings outlined. The revised Chief Officer Pay scales can be found at Appendix D of this report.

Corporate Management Team

- 5.13 The existing corporate management arrangements have worked well but Service Managers will now need to increasingly take more of a role in running services and in managing the day-to-day business, freeing up the Executive Heads to operate more strategically. The Corporate Management Team will be expanded to include all service managers and development of this cohort of managers will continue.

Regeneration Programme

- 5.14 In terms of the regeneration programme, over the past 2 years the Executive Director, Karen Edwards has been supported by expert and experienced

external resources through an interim Head of Development and an experienced Programme Director. These roles have been providing both expertise and experience, particularly the oversight of Union Yard, involvement with the RDP and project and programme development. Both consultants have actively supported the development of the team with a view to reducing the programme's reliance on contract resources and, through the establishment of a 'project management academy', have increased project management capability across the Council.

5.15 However, with revised sequencing of the whole capital programme driven by the current financial situation, the regeneration programme is being refocused and I believe there is an opportunity now to reduce the level of external expertise supporting the programme. My intention is to establish a new permanent role of Head of Regeneration and Development who will be supported by 4 career-graded development manager roles, one of which will have the additional responsibility for managing the programme office. (Appendix B). The principles behind these changes are to;

- Start to realise the investment made in internal resources to develop skills and capability
- Provide redesigned roles and career progression in line with the regeneration sector where appropriate to support retention of key staff
- Reduce use of consultant resources
- Align roles with specific capital schemes and external funding wherever possible to reduce impact on the revenue budget

5.16 These roles will be appointed where appropriate from the existing team. Consultancy days will be gradually reduced whilst ensuring enough experience is retained to maintain focus and manage risk on the delivery of Union Yard and the delivery of other designated projects. The estimated additional revenue costs of the proposed arrangements are approximately £26,000 in a full year and this will be fed into the 2023/24 budget and offset by reductions in the use of consultancy and increased capitalisation of salaries across the Council.

Property Service

5.17 The interim Head of Property and Estates Section has worked with the Executive Director to review the service arrangements, taking into account the emerging asset management plan, proposed acquisitions, the development of Union Yard and the stepping away from new commercial property acquisitions. The service has historically been highly reliant on consultant support for specific projects and the use of consultants to fill vacancies on an interim basis. This reliance on interim resources is linked to the difficult recruitment market and shortage of specialist resources such as estates, property and building surveyors. However, given the Council's financial position and with more clarity on what is needed to run the service effectively, a revised structure (Appendix B) has been developed which aims to develop internal employees and create more of a succession pipeline to assist recruitment and retention.

- 5.18 The changes set out for Property and Regeneration enable the permanent deletion of the Head of Property, Estates and Technical Services. The net cost of the changes in the property service is estimated at £95,500 pa in 2023/24.

Legal Service

- 5.19 The Corporate Manager – Legal Services has announced her intention to retire at Christmas and a new appointment has been made. I have also asked the Executive Director responsible for this service to work with the new appointee to review the existing team arrangements to ensure we have the roles we need moving forward and that we can compete in the market in an area that is vital to the delivery of the council priorities.

Pay Policy

- 5.20 The service areas in this report are not the only areas of pressure with the Council finding it difficult to fill a number of important roles required to deliver our priorities. As a result, I have commissioned a review of recruitment and retention and as a result a revised pay policy will come forward in due course which will have future pressures on the salaries budget and need to be taken account of in the future savings requirement.
- 5.21 However, in terms of the service changes outlined within this report it is proposed to amend the current pay policy to allow a higher level of market supplement (up to £10k PA against the recruitment of roles to be agreed by the relevant Executive Leadership Team and in consultation with the Cabinet member for Corporate Services) in order to secure the relevant expertise. A budget for this has been included within the figures given.

6 MUTUALLY AGREED RESIGNATION SCHEME

- 6.1 The Council adopted a scheme known as a Mutually Agreed Resignation Scheme (MARS) in 2016 and has promoted the scheme from time to time since. MARS is where an employee agrees with their employer to leave their employment on a future date, in return for a lump sum termination payment. This is different to a redundancy as the work still needs to be done. It offers employees the flexibility to leave the organisation to pursue other opportunities and for the organisation to achieve savings over the medium term.
- 6.2 The MARS scheme is intended to give employees a chance to cease employment with the Council on favourable terms and on a mutually agreed date. As a general guide, any MARS payment will be broadly equivalent to the amount an employee would receive in a redundancy situation but a MARS payment is not a redundancy as it is a mutually agreed settlement. It is not intended to be a substitute for voluntary redundancy or early retirement. As MARS is not a redundancy, no top-ups are paid on reduced pensions should anyone wish to access their pension early. MARS payments or a proportion can be added to the pension as Additional Pensions Contributions (APC's) under the AVC scheme.

- 6.3 MARS works for the Council as it provides an opportunity for roles to be backfilled whilst still achieving a saving. MARS requests are only agreed on the basis of a positive business case. A new MARS 'window' was opened as one of the STP projects and the Council invited applications for MARS from employees who could be interested in leaving the organisation during the next 18 Months.
- 6.4 Seven applications were received, and two are considered as options that can be taken forward. These have been agreed with Heads of Service in consultation with the relevant portfolio holders. The cost of enabling these options is £40,255 and the ongoing saving is £50,203 per annum.

7. ENDING OF THE ON-STREET PARKING AND TRAFFIC MANAGEMENT ARRANGEMENTS

- 7.1 A number of changes will arise from 1 April as a result of the withdrawal by Hampshire County Council of the Agency arrangements. This results in a number of staff transferring to HCC under TUPE arrangements. A revised structure for the residual parking service is being developed and will be put in place by the end of the financial year and the financial implications fed through into the 2023/24 budget.
- 7.2 The withdrawal of the Traffic Management Agency has necessitated a review of the role and operation of the Technical Services Team. The review has identified that the team can be managed within the existing Operations Service and this enables the redundancy of the current Technical Services Manager which will provide an ongoing saving of £83,200 per annum from 2023/24.

8. IMPLICATIONS

Financial

- 8.1 It is important for the Council to review its staffing structures to reduce ongoing costs where appropriate. The balance in this report has been to strengthen areas where there is high priority focus and/or risk while reducing costs in other areas of the organisation. There will need to be further reductions over the MTFS period and these will be developed through the budget setting process for 2022/23 and brought through the Savings and Transformation Programme. The changes in this report result in an estimated net annual saving of between £167,000 and £179,000 per annum after 2022/23 financial year (depending on the basis no revenue costs are charged to capital). With reference to 2022/23, the net position is a cost of £41,000, but this includes taking the full exit costs strain (both pension strain and redundancy payments) all in the current year, thus allowing for larger recurring savings to be fed into future years budget savings. The overall position estimated one-off costs associated with implementing these changes total £162,000. The confidential table at Appendix C sets out the financial implications of the individual elements covered in this report.

It should be noted that further savings potential exists that will arise from a cross Council review of the capitalisation of officer time for those individuals working directly on bringing forward new assets into operational use. This will form part of the 23/24 budget strategy work.

Risks

- 8.2 The proposals in this report seek to mitigate a number of corporate risks associated with the capacity to deliver against the Council Plan and contribute to the Council's savings requirement

Equalities Impact Implications

- 8.3 There are no equalities impact implications directly associated with this report but the proposals support the Council's people strategy in reinforcing the Council's approach to developing its own employees.

9. CONCLUSION

- 9.1 As Head of Paid Service I consider the proposals in this report set out a good balance between enabling ongoing delivery of the Council's services and delivery of the priorities in the Council Plan whilst making a contribution to the Council's significant savings requirement.
- 9.2 The structural changes to the Regeneration and Property teams are essential changes that will better allow the Council to deliver its priorities and enhance and protect its income whilst the other changes are a mix of savings and capacity changes that will enable the Executive Team to lead the wider team through difficult circumstances and challenges.
- 9.3 The proposals reflect the current position of the Council and further adjustments to the establishment may need to come forward as a result of the uncertain financial situation and the proposed savings and transformation programme.

CONTACT DETAILS:

Report Author: Paul Shackley, Chief Executive
(paul.shackley@rushmoor.gov.uk)

APPENDICES

- A – ICE Programme Outcomes
- B – Regeneration & Property and Estates, Proposed Structure
- C – CONFIDENTIAL - Table of Costs
- E – Revised Chief Officer Pay Scales

APPENDIX A

ICE Programme Outcomes

This appendix sets out the key achievements from the ICE Programme under each of its ambitions

Improve and modernise core business

The Council will be thinking digitally and understanding how it can use technology to improve services, increase productivity and create capacity and flexibility

- Created a digital team to work alongside services on change and transformation projects
- Over the last two years, the Council's working practices have been upended. Staff have moved from most people working in the office most of the time, to most people working at home most of the time.
- The Council's technology teams have similarly revolutionised the tools they provide to staff to enable this change. At the start of the pandemic, they expanded our remote working platform from a small group of users to almost everyone. They moved people from desktop to laptop computers and rolled out Teams to allow people to have virtual, collaborative meetings.
- This couldn't have been achieved so quickly without the gradual roll out of Office365 already underway. This software has given us the ability to roll out much better document storage and authoring, improved cybersecurity, and single sign on.
- Moved from providing Windows 7 desktops to Windows 10 laptops, with a new training and engagement role to help people with the change and subsequently improving our digital skills.

The Council will have redesigned services, targeting its resources on residents' and businesses' needs and our agreed priorities

- Developed new digital services for noise nuisance, bonfires and smoke, postal votes, postal votes, clinical waste collections, and council tax e-billing
- Research, designed and started development on a manage my taxi license digital service
- Worked with Housing to identify and understand and improve on core service delivery issues with the support of the Customer Service Team
- Customer services have innovated their service delivery with the introduction of three Nepali speakers to provide bilingual services to their community. Cash payments have been outsourced to the Post Office and walk in card payments are referred to the reception self-service computers to pay online. These changes help the team to focus on delivering services most in need of human assistance.
- Redesigned the flytipping service to increase response times.

Everyone will feel well informed and connected and can collaborate in ways that support the delivery of the Council's collective priorities and not just its individual work

- Core Values and Behaviours co-created and launched by a project team from the Council's Leadership Development programme. Ongoing work to embed the values and behaviours into everyday activity, e.g. recruitment, induction, development, comms etc.
- Regular updates and opportunities for teams to showcase their work on change, transformation and other priority work through Staff Live and the monthly ICE newsletter.
- Staff showcase events to connect colleagues from across the council with each other and help them feel informed about our work and how it's being delivered, linked to our values.
- 'In conversation' workshops for all staff to engage with the savings and transformation programme, ask questions and share ideas.
- Million Pound Challenge – collective challenge for CMT and Service Managers to find savings/income opportunities from within and beyond their service areas, and work on these together.
- Regular Wellbeing and learning weeks with a range of activities for all staff to get involved in and prioritise their health, wellbeing and personal development.
- People Portal launched as a central hub for staff news, information and events and Yammer for all staff to share updates, information and news.
- Staff feedback and views sought through ongoing and one-off surveys e.g. Comms survey to understand how we can best communicate and what staff want to hear about and other routes e.g. Guest issue in annual Development Reviews – this year's theme is Reflections, Connections and New Directions.

A clear workforce strategy will be in place to make sure the Council have the skills it needs now – and tomorrow

- The Council has put in place a People strategy with four strategic themes:
 - *A positive culture enabling high performance*
 - *People are developed to reach their potential*
 - *The Council is an employer of choice*
 - *Engaged people who feel valued and supported*

Some of the outcomes achieved include:

- Values and behaviours in place and work underway to embed these into everyday activities
- People performance management and development frameworks refreshed
- ICE programme work used to showcase lived experiences of change and keep staff informed about what and how change is happening, and how it's benefitting customers/driving efficiencies
- Training and engagement of staff to maximise the roll out of technology that enables remote/flexible working, through Digital skills workshops and support.
- Ongoing leadership development and opportunities for CMT and Service Managers to work closely together on priority work and projects
- Management development online modules launched, accessible 24/7 to support managers/aspiring managers to lead their teams
- Informal learning opportunities offered e.g. show and tell, Action Learning sets

- Ongoing development of My Learning as the Council's e-learning platform
- Encouraging young talent through successfully recruiting apprentices and Kickstarters - T Levels, conversations started looking at April 2023 for an IT apprentice.
- Launch and ongoing development of an employee-centred induction/welcome process to ensure new people understand how the organisation works and its values/beliefs; can quickly become effective in their role; meet new colleagues and senior managers and have access to a 'welcome buddy'; provide feedback on the induction process
- Continue to build resilience through Wellbeing weeks and other initiatives e.g. induction, support for national campaigns, learning and development offerings e.g. personal resilience.
- Supported staff with the move towards hybrid working by developing a Flexible Working Framework, understanding what they need from the work environment and helping managers to manage remote/hybrid teams in a fair and inclusive way.

Create a consistently excellent Customer Experience

The Council will offer consistently excellent customer service with a single/combined customer service as close to the customer as possible. The Council will work towards delivering a single-view of the customer throughout the Council.

- In January 2020, we launched a new Customer Relationship Management (CRM) system for Customer Services – the first to be fully established at the Council. This has transformed our ability to under and respond to customer contact. For the first time, the team have had access to real-time, comprehensive performance data to make informed decisions about the service they offer.
- Since 2021, the Council has transferred greater responsibility for council tax, parking, and other services to Customer Services to take advantage of their greater availability, resilience, and capacity. Total interactions handled by customer services has more than doubled since March 2020, predominately driven by the transfer of responsibilities.

The Council will have implemented and simplified the technology and processes it needs to create consistent and excellent customer journeys for many of its services across multiple channels

- The new CRM system for Customer Services means they have been able to create their knowledge base content and forms by themselves and improve them over time in response to feedback. Mediated versions of our digital services have helped the team deliver those services with minimal training and fewer mistakes.
- Launched a new council website with a new design system, new information architecture, improved content, better accessibility, and new content management system.

The Council's customers will have more opportunities to 'self-serve', reducing contact and saving time and money

- Developed new digital services for noise nuisance, bonfires and smoke, postal votes, postal votes, clinical waste collections, and council tax e-billing.
- Improved and maintained our portfolio of digital products and services, including changes for the start of food waste collections, the introduction of GOV.UK Pay, and the next evolution of customer service technology

Customers will be happy and confident to self-serve and use lower-cost channels

- Where they are available, digital services handle around 72% of demand
- User satisfaction of our digital services around 94% good or excellent

The Council will be more visible out in the borough and better connected in how it looks after the place

- Community patrol priorities refocussed towards community safety and environmental crime
- Rolled out new tablets to improve mobile working in the operations service

The Council will be making sure the residents and businesses are well informed about its priorities, services and campaigns

- 76.2% of residents say the council keeps them feel fairly or very well informed (residents survey 2021). This compares with 57% nationally (LGA residents survey June 2022)
- The Council achieves this through the use of a variety of communications channels, including Arena, email news and social media. Since the start of the ICE programme, email news subscribers have increased by 35%, Facebook followers by 250% and Twitter followers by 54%. The Council has also grown its engagement through other platforms including Instagram, Nextdoor and YouTube
- The Council will be developing a new communications strategy and annual campaign plan following the LGA health check of communications in May 2022

Enable efficiencies, savings and generate more income

The Council will have achieved at least £1.5 million of ongoing net expenditure reductions by the end of the programme

- The programme has supported the delivery of Savings now attributed to the STP (formerly CREP). Whilst the ICE programme will not have delivered £1.5m in isolation the programme delivery has both enabled savings to be made in service areas and provided a solid platform for the next phase of STP.

The Council will be thinking about the future of services across the borough differently and taking opportunities to manage, reduce or turn off demand

- Waste and recycling demand handled via Customer Services has decreased by 10% in the last two years despite the introduction of food waste collections.

The Council will be thinking and working in a 'commercially aware' way - understanding and managing costs better, and maximising opportunities to generate income and to recover its costs

- ICE Programme resources were deployed to work with services to bring proposals forward for the Cost Reduction and Efficiencies Programme that is on track to save nearly £2 million by the end of 2024
- Replaced the tool and found process improvements for sending out revenues and benefit documents

The Council will be using procurement to help deliver efficiencies and savings whilst ensuring that wider policy requirements are met.

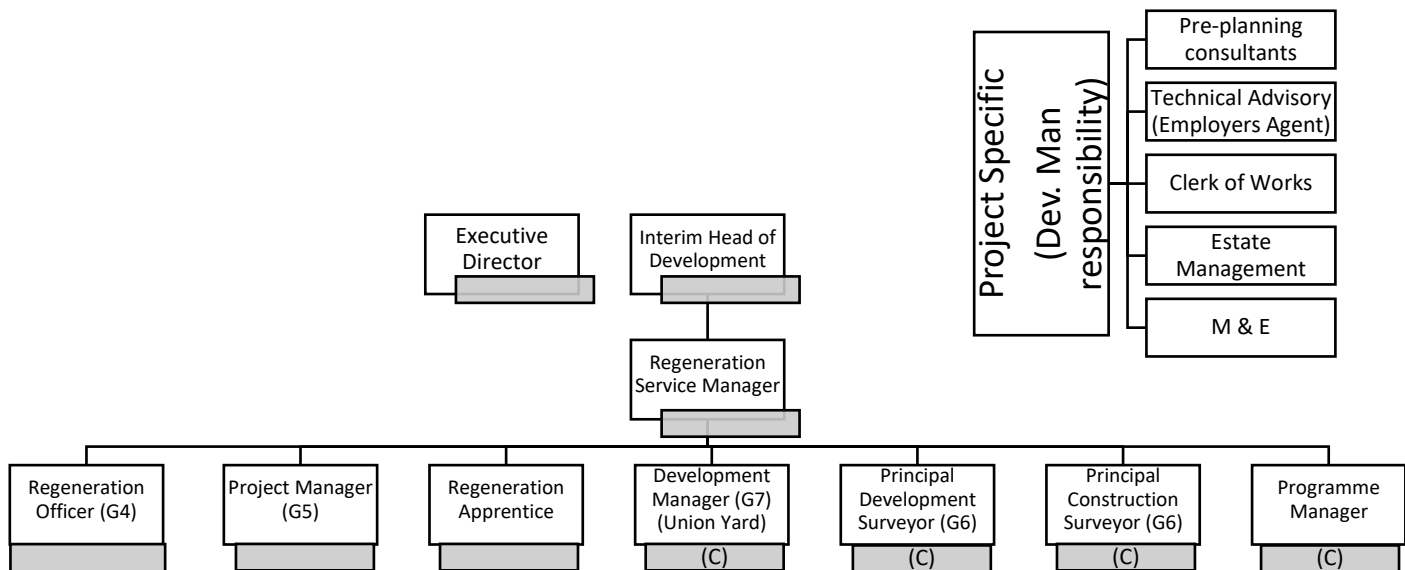
- New arrangements with Portsmouth City Council introduced in November 2021 which allows the Council to access specialist procurement advice and is improving organisational capability and compliance overall. The current economic conditions mean that substantial savings from the procurement of new contracts are unlikely to deliver further savings.

APPENDIX B

Regeneration and Property and Estates Services

1. Regeneration

The existing regeneration arrangements have evolved over the last 4 years as the Council's regeneration programme and projects have become established. The current arrangements are as follows:



With proposed reduction of involvement of the RDP with the Civic Quarter the programme delivery arrangements have been reviewed against the following principles

- Enable more focused leadership on individual projects
- Less duplication at project meetings
- Provide career development and training opportunities - recognising the difficult recruitment market
- Reduce consultant support over time
- Shape, remunerate and describe roles more in line with those 'standard' in the regeneration and construction sector and similar roles in local authorities

The proposals and remuneration levels have also been benchmarked against other local authorities who undertake significant levels of regeneration activity and vacancies advertised over the last 6 months.

The revised structures acknowledge the project focus of the roles and the need to manage a diverse range of third parties and technical specialists. The new arrangements will provide the Executive Director with a single leadership point for each project in the programme and allow her to focus more on oversight, programme risk and ensuring more effective management of strategic relationships and

partnerships. The programme management function is to be brought onto the establishment enabling consultant and technical resources to be reduced and better targeted on specific projects as we move from feasibility into delivery. There will still be a need for 'front end' business case work, taking schemes through to planning and also support for our potential disposal pipeline but this will reduce over the next 18 months as we complete design work and property acquisitions and re-sequence the capital programme to a 'capital receipt first' approach to minimise additional borrowing. It is proposed to retain some consultant resource to support the programmes but on a reduced basis. The structure included in this appendix below represents a 'point in time' and will continue to change to meet the evolving needs of the programme and recognise the development and qualification of individual employees.

2. Property and Estates

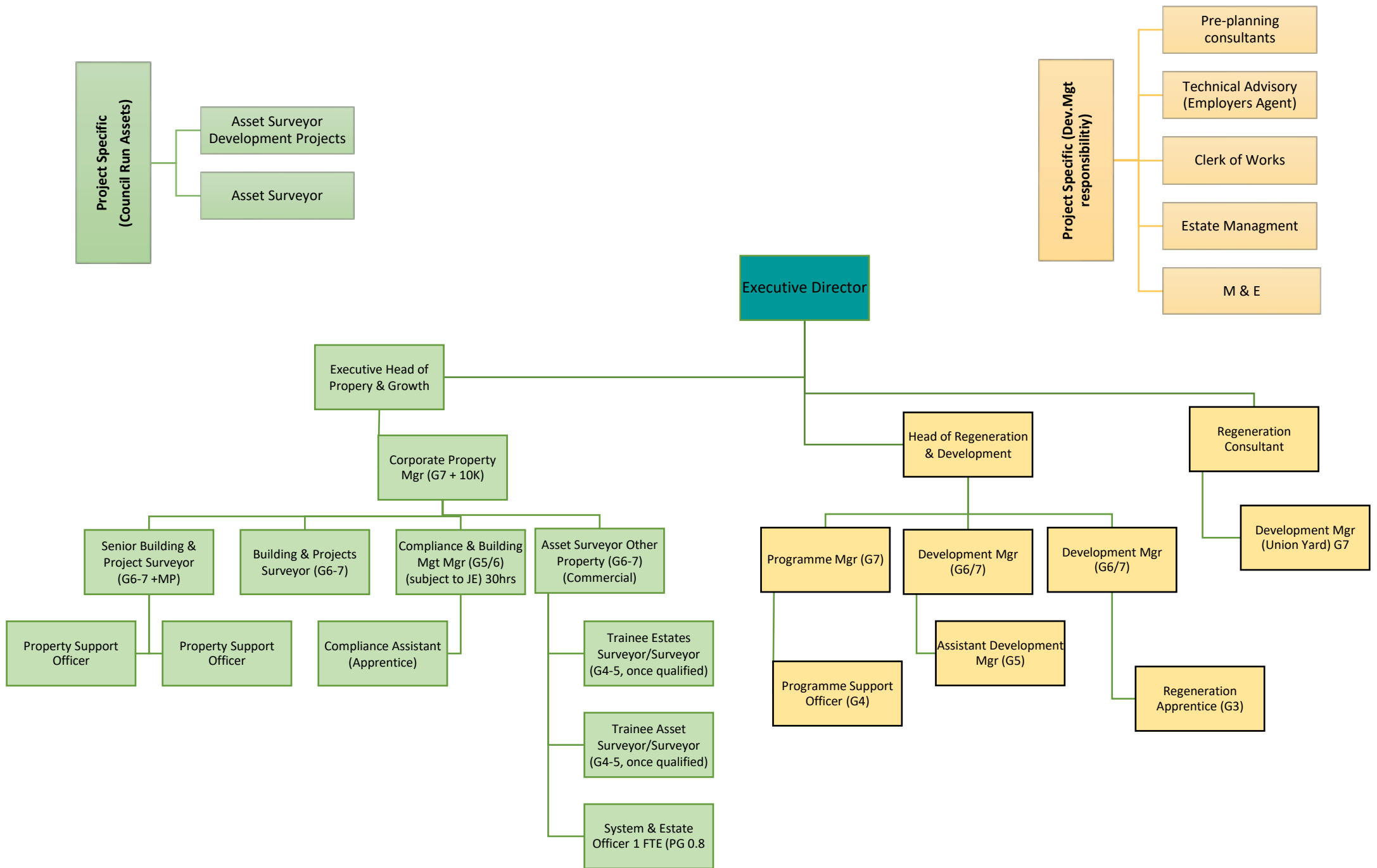
The interim Head of Property and Estates has been working with the Executive Director to propose a Property and Estates Team structure that

- 1) Addresses known gaps in capacity and skills around the core property and estates service to mitigate known risks
- 2) Provides sufficient expertise to effectively manage the Council's Commercial property portfolio and ensure all income streams are maintained and improved where possible
- 3) Provides sufficient expertise to provide advice and input into regeneration schemes e.g. Union Yard to ensure the final 'product' is a commercially viable scheme that meets (or exceeds) forecast income requirements
- 4) Provides sufficient leadership and management capacity

The proposals don't create the capacity to take forward new development projects so any additional capacity needed for this will be factored into the project costs.

New Council assets which are acquired or developed such as Union Yard will fund any additional asset management roles needed to run and maintain those assets from their own income streams.

The existing Property and Estates service arrangements are as follows and the new arrangements are shown alongside the Regeneration service overleaf.



APPENDIX D

Revised Chief Officer Pay Scales

Chief Officer Pay Scales		
RBC Scale Point		Salary
96	G15 - CEX	£121,724
95	G15 - CEX	£118,886
94	G15 - CEX	£116,042
93	G15 - CEX	£113,205
92	G15 - CEX	£110,361
86	G14 - EXEC DIR	£97,500
85	G14 - EXEC DIR	£94,500
84	G14 - EXEC DIR	£91,500
83	G14 - EXEC DIR	£88,500
82	G14 - EXEC DIR	£85,500
73	G13 - EXEC HEAD	£82,500
72	G13 - EXEC HEAD	£80,000
71	G13 - EXEC HEAD	£77,500
70	G13 - EXEC HEAD	£75,000
67	G12 - HoS	£69,456
66	G12 - HoS	£68,120
65	G12 - HoS	£66,778
64	G12 - HoS	£65,395
63	G12 - HoS	£64,094
62	G12 - HoS	£62,758
61	G12 - HoS	£61,441
60	G12 - HoS	£60,105