

Agenda Item No: 6 **Report No:** 98/13
Report Title: Programme Nexus : The Next Steps
Report To: Employment Committee **Date:** 13 June 2013
Cabinet Member: Councillor James Page
Ward(s) Affected: All
Report By: Chief Executive
Contact Officer-
Name: Jenny Rowlands
Post Title: Chief Executive
E-mail: jenny.rowlands@lewes.gov.uk
Tel No: 01273 484171

Recommendations:

1. That the District Council moves towards the “customer focus“ model of staff organisational structure as shown in the diagram in Appendix D, with the aim of completing this process by September 2014
2. That the officer leadership structure for the new organisation be based on the Chief Executive and three new Director posts covering (a) Service Delivery (b) Corporate Support and (c) Business Development and Strategy
3. That discussions continue with members, staff and their union representatives, and service users on the detailed application of the “customer focus“ model through the remainder of the organisation, and further detailed proposals for implementation be brought to Cabinet at a later date.
4. That Cabinet recommends to Council:
 - (a) That Council establishes an Appointments Committee with the remit proposed at Appendix F and that the Corporate Head - Legal & Democratic Services be authorised to amend the Council’s Constitution accordingly
 - (b) That the Council’s Pay Policy Statement for any new posts be revised in order to discontinue the percentage salary link between Director and Chief Executive posts (and any future posts at this level) as set out in paragraph 34 of this report
 - (c) That the Corporate Head – Legal & Democratic Services be authorised to amend the Council’s Constitution in due course to reflect the new management structure adopted for officers of the authority

Introduction

- 1 Cabinet received a report in February 2013 on “Programme Nexus: One Year On “ which reviewed progress on the Council’s transformation programme (Report 30/13) and started to look ahead to the further changes we need to make to respond to the many challenges facing us, both nationally and locally. A minute of that meeting is attached as Appendix A. (Minute 138:13 February 2013)
2. Local Government is facing many pressures for change. These are being driven at the national level by five main factors:
 - the programme to reduce the national financial deficit
 - localism: making decisions as close as possible to the people affected by those decisions
 - reform of public services (The “Open Public Services” white paper: 2011)
 - developing a balanced economy and promoting growth
 - changing public expectations of the services provided by local authorities, including use of new service delivery channels such as social media
3. Many commentators expect the national pressures for change in local government to intensify after 2015. This will mean that continued “salami slicing “of budgets will not be enough. Local authorities will have to look for ways of managing demands on their services as well as supplying services. With an uncertain economic outlook, initiatives to pursue growth will have to be promoted alongside making savings in budgets .All in all, it will be a very challenging agenda for local government.
4. In addition, there are a number of inter-related local drivers for change which the Administration is pursuing vigorously in order to respond to national and local priorities. These are:
 - Programme Nexus: our programme to modernise the way we work to deliver better services and support better lives for our residents
 - “One District, One Council”: the council’s vision to bring us closer to the residents we serve by delivering on three promises: (a) unswerving commitment to customer service, (b) connecting with our workforce and partners to inspire exceptional contribution, and (c)saving money and, where possible, putting it back in the pockets of local residents and businesses
 - A strong focus on regeneration, particularly in Newhaven
 - Consolidating our offices into modernised workspace at Southover House, and a new base in Newhaven, and adopting agile working
 - Supporting and developing our staff as they adapt to change
 - Using our property assets efficiently to get the best possible operational, community and economic benefit from them
 - Developing strong “democratic conversations” with, and within, local communities
 - Improved IT and a wider offering of online services to residents

- Delivering significant financial savings.
5. A great deal of progress has been made over the last two years.
 - Moves into upgraded offices at Southover House are underway and will be completed by August 2013
 - Agile working is being introduced bringing together staff from different departments
 - Leadership training for managers, who appreciate working across departmental boundaries
 - New IT and telephone systems are being procured which will make us more efficient and allow us to improve services for the public
 - Core values and behaviours have been codified and agreed
 - Adoption of the Democratic Society's "Principles for Local Participation"
 - A University Technical College and the shore base for the Rampion Offshore wind farm have been attracted to Newhaven
 - Developing new service initiatives where we can: for example, introduction of food waste recycling
 - Work is underway on procurement of a private sector partner to help us manage our property portfolio more efficiently
 - Banking, or identifying, more than two-thirds of the savings we need to make up to 2015.

 6. The next big step in Programme Nexus will be to review the structure of the organisation to make sure we are well placed to handle the changes facing us over coming years: In particular, we need to make sure that we are geared up to offer the best possible service to our customers, at a time when our resources are being squeezed.

 7. The purpose of this report is to build on the resolutions of February Cabinet and to propose a **new organisational structure** for the Council, with a particular focus on delivering local services to our customers and developing the capacity to handle the continuing challenges and opportunities we will face. This report proposes a **new chief officer leadership structure** with a process of recruitment to begin immediately and also recommends consultation with councillors, staff and other stakeholders on how the new structure is carried forward into the rest of the organisation.

Our current organisational structure

8. Our current organisational structure is based on traditional functions and teams, which tend to be built around professions or specialist services. (see Appendix B) The organisational structure is hierarchical and has the advantage of clarity of role and function, and allows for detailed knowledge of defined services. However, there is also a risk that such structures are less agile, i.e. less able to change rapidly in response to changing demands, and less likely to work across traditional silos and therefore less able to perform effectively in project mode.

9. A traditional structure can also lead to a proliferation and duplication of functions, tasks, procedures and processes, as each department responds to its own drivers and develops its own approach to service delivery. As a result, the customer may experience a fragmented, confusing, and highly differentiated response from service departments. The “who do I ask?” question is often difficult for our customers and forces them to navigate their way through a system which can be confusing. On occasions, customers may feel they have been “passed from pillar to post” before they get the service they need. Customers have told us that easy access to information, advice and help on council services is the key issue for them.

10. Corporate Management Team (CMT) has done some work on **existing staff structures** with an external specialist and have found that:

- Successive waves of service economies have thinned out the management structure over the years. At chief officer level, we are quite “lean”, with some very wide spans of responsibility for certain officers.
- Senior managers, right up to and including Director level, also carry a service delivery workload. This reduces their effectiveness in scanning the horizon, looking for service improvement opportunities, managing the organisation, and delivering change.
- We have lots of small, and often specialised, teams. This structure is not very resilient, as individual absences hit small teams harder. Staff have little opportunity to broaden their knowledge and therefore to respond to enquiries outside their area of specialism. It has also bred a wide range of different administrative systems and processes. Many of these systems and processes remain paper –based. Therefore, it is harder to harmonise IT systems and to present a clear and consistent council identity to customers.
- We have a staggering number of job titles (227 job titles amongst an overall staff level of 470 (approx 425 Full Time Equivalents)) and pay grades, as posts are differentiated from each other in lots of small ways. This reduces flexibility in service provision and adds to costs.
- Conversely, we have relatively few generic job posts, which would enable staff to develop a broader set of skills, be deployed with more flexibility, and reduce costs.
- Traditional service delivery structures can isolate professional groups, reduce cross-organisation learning and problem solving, narrow down career development opportunities, and make it harder to embed core values and behaviours.

11. CMT has also looked at the existing **pattern of customer contact** with the Council. Appendix C provides detailed data on monthly customer contacts, including a list of the most common enquiries we receive. Contacts are still dominated by phone calls with around 35,000 calls on average each month, or over 1,850 on typical working day. We receive about 6,250 e-mails each month, two thirds of which relate to planning matters. A typical month sees about 1,900 personal callers to our three offices at Southover House and Fisher Street in Lewes, and Fort Road in Newhaven. More than half of these are visiting 4 Fisher Street on finance, housing or benefits matters.

12. In addition, our website receives around 37,000 “hits” a month, an increase of 12.5% over the last year. The most popular pages are the home page, planning application searches, jobs and employment, and waste and recycling. Most web site visitors use the search function to find what they want, rather than knowing the right web page or following links. Other local authorities have gone further in adopting new customer service methods and in offering “self service” digital channels for customers.

A proposed new organisational structure

13. Looking ahead, we need to consider the basic organisational models which are available and the impact of the main drivers for change in local government and how they are likely to impact on the future shape of the Council.

14. There are three basic organisational structures

- **Functional:** the traditional system where the organisation is divided on the basis of professional specialism into departments who deliver different services. This is what LDC has now.
- **Geographical:** the organisation has a head office and a set of branch offices which provide services in different geographical territories. This is often used by large companies which trade over a big area, or several countries. This is not appropriate for LDC.
- **Customer focus:** the organisation is based on providing the simplest means for the customer to access the organisation and to obtain the service they are seeking. This is the preferred direction set by Cabinet in February.

15. The next generation of public services will be more participative, more personalised and driven more by community and individual needs than by bureaucratic structures and processes. People are becoming active and demanding consumers of public services, with expectations of service to match those of the best private sector companies. This means people are increasingly looking for 24/7 access to online services from a smart phone or tablet, choice, high quality, and a say in how services are provided.

16. Lewes District Council wants to prepare for that change by creating an innovative democratic network across the district, building a lasting framework for consultation, civic engagement and participative local services. We have already started this process and we think it will be a long term project.

17. We must be able to monitor, prioritise and deploy resources easily and adjust the level of services and our performance to secure sustainable services.

18. This will mean some changes to our current corporate structures to clarify roles, responsibilities and resources. It may also lead us to review the level of expertise and role types in certain areas. One of the opportunities already being offered by the Agile Working project is that the customer facing aspects of the services are being re-engineered to give the customer an improved experience.

19. Beyond the national agenda on localism, many councils at different tiers of local government are themselves exploring different models of structure and delivery. This has been primarily driven by the scale of financial pressures, but undoubtedly brings opportunities for developing more sustainable public services for the future which can be scaled up or down to meet local needs and resources.
20. We now need to review all working practices to ensure we are “fit” for change and are maximising opportunities from co-location, as most officers centralise at Southover House. We also need to move towards much more customer focused “one-stop” service delivery.
21. We have invested in our managers and staff to with a training programme on coaching and action learning techniques. Now, we need to work with them around truly customer focused services, maximising the possibility of local tailoring for specific areas within the district, and drawing on multidisciplinary approaches to customer service.
22. CMT has applied these principles and produced the proposed “customer focus” organisational structure set out at Appendix D. The main features of the new structure are:

- **A Service Delivery Unit** (about 65% of staff would work here) which would provide all the routine services to the public and handle direct customer contacts. Many services (e.g. housing, planning, building control, environmental health, benefits and local taxation) would be delivered through **local service teams** based on three to five geographical areas (see below). There would also be teams for “place management” (waste, recycling, street services, building management and maintenance), facilities management and business support operating across the whole district.

The geographical extent of local service teams is open to discussion. CMT recommends between three and five teams, which could be based on the main towns (or groupings of them), the rural areas, or that part of the National Park in Lewes District.

- **A Business Development and Strategy Unit** (about 10% of staff would work here) which would keep all the council’s policies under review, and integrate them to best deliver the Council’s overarching corporate objectives. It would search out opportunities for business development, new revenue streams, service improvements; partnerships with other public sector organisations and commercial companies, and external funding, in order to realise the council’s ambitions to be a leading innovator in local government. The Unit would also be responsible for delivery of major projects and for keeping abreast of national trends and policy directions in order to advise on any relevant changes to Council activities.
- **A Corporate Support Unit** (about 25% of staff would work here) would provide all the specialist services to support the other two arms of the organisation, including IT, audit and procurement, accountancy and some

other financial services legal advice, human resources, communications, democratic services and business support.

23. The first advantage of this structure is that it provides a very clear focus on customer service, with inter-disciplinary local service teams offering a one stop point of contact. The customer does not have to find their way around departmental structures or need to know “who to ask”. The service teams can focus entirely on meeting customer needs. The geographical focus on one part of the district for local service teams opens up the possibility of a range of local service improvement initiatives. These could include community budgeting, neighbourhood surgeries, closer working with –or devolution of services to – town and parish councils, or other local partners, and savings on travel and service delivery. Local service teams can easily be scaled up or down to meet changing workloads. In doing all this, we can build on existing good customer service practice in the council and share this across the organisation
24. A second advantage is that it brings together policy making and project delivery in one team which is focusing on these two activities, without the distractions of a narrow “departmental” outlook, or the pressures of day to day service delivery, which can squeeze out, or delay, policy and project work. This will be a great advantage in the fast changing world we are facing and enable us to be much more fleet-footed in pursuing new opportunities as they come along. A Business Development and Strategy Unit will give the council the space it needs to innovate and realise its ambitions to be a forward-thinking, leading local authority.
25. The third advantage is that the structure offers the opportunity to simplify relationships between service providers and support services in the new Corporate Support Unit. The new structure and better IT, offer the chance to look at simplifying what we do, and introduce working practices which are more efficient and less costly to run. We can also make financial allocations, spending patterns, and service costs more transparent for councillors, managers, service users and council tax payers.
26. The proposed new structure offers a number of potential benefits for staff. New job opportunities will open up, and staff will have the chance to develop new skills and innovative ideas for serving our customers, working in inter-disciplinary teams. Career development moves between teams (for example, switching between policy development and service delivery) will be encouraged. This will necessitate a more proactive approach to staff development beyond technical skills and require training with budgets to be aligned this wider aim. There will be opportunities for secondments, job swaps, shadowing etc, as well as more established learning methods. This can be well supported through the new e-learning provision which forms part of the Nexus Academy.
27. It is important to recognise that the current recommendations refer only to the broad organisational structure and the recruitment of senior staff to lead it. A great deal of further work and discussions with staff and their union representatives will be necessary on the application of the “customer focus model” throughout the organisation. It is proposed that this process begin with a series of staff meetings, and discussion groups, in June and July.

Staff leadership: recruitment and appointment

28. If Cabinet approve the proposals for a new organisational structure, it is important to get the new staff leadership in place as soon as possible to lead the next stage of change at corporate level. . A proposed timeline for introduction of changes is attached as Appendix E. It is proposed that **the new staff leadership structure** comprises the Chief Executive and three new Director-level posts with overall responsibility for the three new organisational units.
29. The Council's current CMT comprises the Chief Executive, two Directors (one for Finance and one for Planning & Environmental Services) and three Corporate Heads covering Housing; Legal and Democratic Services ; and Regeneration, Property and Enterprise. In April 2013, the Employment Committee agreed to the Director of Finance's wish to have a phased retirement, with a reduced working week. The Director of Planning & Environmental Services plans to retire at the end of December 2013. These changes will open up some room for manoeuvre at the top of the organisation. Therefore - as well as the lengthy list of drivers for change (paragraphs 2 and 3 above) - LDC also has an immediate issue of **succession planning** at senior officer level, which needs to be quickly resolved. The timing of changes to the existing Directors' tenure means that there is an opportunity for overlap with incoming Directors, and a smooth handover of leadership responsibilities.
30. It is recommended that Cabinet ask Council to set up an **Appointments Committee** to oversee the recruitment and appointment of these Director level posts (and any future chief officer appointments). It is recommended that the Committee have 5 members and that the membership reflects political proportionality. The Committee will need to consider the scope of job descriptions and person specifications; the terms and conditions to be offered; the process by which applications will be sought; and the candidate selection, interview and appointment process. A suggested remit for the Appointments Committee is set out at Appendix F and it is intended that this Appointments Committee becomes the vehicle for recruiting all future chief officer posts and supersedes the various Appointments Panels currently set out in the Council's Constitution
31. It is further recommended that the recruitment and appointment process start as soon as possible with an early Council meeting to establish arrangements for the new committee. This can be done by a special meeting of Council immediately after the Cabinet meeting. The alternative is to wait for the next scheduled meeting of Council on July 18. However, that would inevitably mean delaying the start of recruitment until after the August holiday period and significantly delay the process.
32. There are no preconceptions on the professional background of the three proposed Director posts: most important be the drive, vision and experience which candidates bring to the role. They could come from local government, other public bodies, or the private sector. It is not expected that the new Directors will have any direct service delivery workloads. The focus of their work will be

harnessing the organisation to meet the Administration's corporate objectives and delivering better value for money to our council tax payers.

- 33 A Direction made by the Secretary of State under the Local Government Act 2000 sets out the broad themes which are to be included in a local authority's Constitution. These include the management structure for officers of the local authority and the roles and functions of statutory posts (i.e. head of paid service, monitoring officer, chief financial officer) The management structure currently set out in the Constitution will need review upon the appointment of the three new Directors' posts
- 34 The Council is required to publish a Pay Policy Statement and to revise this annually. The Statement published last year (2012/13) fixes the two existing Directors' posts at 83% of the Chief Executive's salary and it is proposed that this percentage relationship between Director and Chief Executive posts should be discontinued in relation to the appointment of the three new Director posts (and any future appointments at this level) , so as to give the Appointments Committee greater flexibility in offering terms which reflect market conditions as well as the abilities and experience of appointees.

Implementing organisational change through the rest of the organisation

35. Below Director-level, we will - in due course - need to consider a number of other senior appointments, some of whom will be the senior professional advising the council in a particular area of activity. Examples are the Finance (s.151 Officer) - and the Monitoring Officer .Both of these posts are required by statute. Other senior posts that may be required will be the subject of ongoing discussions and a further report to Cabinet. Obviously, legal, financial, and other key professional advice will always be required at "the top table" of officer discussions and council decision-making.
36. Recruitment of the three to five team **Heads of Operations for the local service teams** would follow the appointment of the Director covering delivery of local services (see paragraph 37 below) and ongoing discussions and consultation.
37. Our Corporate Head posts, and some other senior management posts, can currently straddle service delivery, policy and projects, and business support work. With the proposed change in organisational structure, we will need to talk through how the different work elements of these posts are best managed in the future. This will be a fair and open process involving discussions with all parties. As detailed proposals emerge from these discussions, a similar process will apply to all levels of the staff structure where posts do not clearly fit into the new structure.
38. For most staff, the day to day focus of work will stay similar to now, but reporting lines and management arrangements will be different. Again, these will be the subject of ongoing discussions.

The timescale for moving to a new organisational structure

39. It is suggested that this can be a phased and orderly move into the new structure minimising disruption to staff and maintaining high levels of service throughout the process. To achieve this, the approach will be open and collaborative with the first phase restricted to the recruitment (internal or external) to the three Director level posts.

Phase 1 – Appointment of Directors

While this is happening there can be wide discussion with staff and their union representatives, customers, stakeholders and partners about the local service team concept and how that may work.

As the new Directors take up their posts, we can move into a second phase where they can begin to firm up the proposals based on the themes emerging from these discussions and consultations. They will work with the Chief Executive and with HR to establish role descriptions and grades for the next level of management, as indicated in paragraph 35.

Phase 2 – Local Service Team Heads and other managers

At this point it will be possible to draw up a business case for formal consultation with the next level of management in order to restructure into the three new units, the various local service teams, and “place management” team.

Following consultation, final decisions will be made regarding the structure and this level of management will be restructured into the new roles so that they can start to lead the next stage of the process. At the same time it may be necessary to issue preference forms to staff where their destination in the new structure is ambiguous as some teams may be split between the Service Delivery and the Business development and Strategy Unit, or the Service Delivery and the Corporate Services Unit. Alternatively, destinations may be directed subject to consultation.

Phase 3 – Move to the new structure

Following this stage most staff will ‘lift and drop’ into the new structure. This means that they may have a new Unit instead of their old Department and Director, but their terms and conditions and their job descriptions will remain the same.

What will change for some staff is that they will begin to work on a pattern where they rotate between service teams periodically (although there is clearly benefit in some staff developing long term working relationships with local partners in each area). The teams may be co-located; it is the geographical area they serve that will change as they rotate.

I

Staff will begin to learn more about each others specialisms and begin to break down any professional silos and historical barriers to closer working. At this stage the final phase will begin to take shape with new job descriptions and person specs being written to reflect the emerging optimum structure to support customer needs.

Phase 4 Monitoring and review

As the new structure beds down, we will need to monitor how it is working and adjust it where necessary. Where jobs change significantly, there may be a need to develop new Job Descriptions and Person Specifications , and consider pay grading issues .This will be done within the context of our standing HR policies.

Communications Plan

- 40 .A communications plan will be devised to ensure open communications with staff and trade unions throughout the process and clear communication with customers about the changes, any opportunities for customer input, and how to access services in future. Channels for staff communications will include all-staff meetings in summer 2013 (and subsequent meetings as necessary), Chief Executive's blog posts and LDC News articles, cross-sectional focus groups (drawn from a diagonal slice of the organisation) to look at different aspects of service delivery and organisation, meetings with and briefings to discrete staff groups and formal/informal consultation with trade unions as necessary.
41. Resources will need to be identified to manage the internal and external communications of the change process and subsequent updating and redesign of the council website and stationery that will be required, as any new structure is introduced (see paragraph 45).

Financial appraisal

42. This financial appraisal considers the first step phase of the new organisational structure. The full financial impact of the new structure will become clearer when the second phase is considered. Direct comparison between the cost of the existing structure and the proposed new structure at Director - level is complicated by the fact that the final structure following phase 2 will have a significantly different shape and cost profile.
43. Assuming that the three new Director posts will be on the same conditions as existing Directors, there will be an additional recurring cost at Director level that will be more than offset by efficiency savings derived from the final structure and the new Agile Working environment.
44. For an interim period, there will be planned overlap to ensure a smooth transition from the two existing Directors prior to retirement. This will naturally carry an additional cost. If the new Directors are in post from October 2013, the additional costs compared with the current base budget will be £142,000 and £228,000 in 2013/14 and 2014/15 respectively.
45. The Council's medium term finance strategy incorporates a 2.0% (£182,000 for the General Fund) vacancy saving rate budgeted from April 2015. This means that the staffing budgets for 2013/2014 and 2014/2015 have an implied margin of the same amount, which can be released to fund the phase 1 changes. This mechanism can only be used through to March 2015, because after that point the

vacancy saving covers other priorities in the medium term finance strategy. In addition, the Change Management element of the Change Management and Spending Power Reserve includes an unallocated balance (£323,000) , which could be used to support salary costs in excess of the vacancy saving rate , as well as the cost of recruiting the three new Directors. .

46. The funding prognosis for local government is fairly bleak through to March 2018. The implied real term cuts means less funding for services which are predominantly employee based and the challenge for the Council is to deliver its unswerving commitment to customer service, whilst controlling its cost base.

47 As the future shape of the organisation emerges there will be a large role for Human Resources (HR) and communications. The need for any additional HR resources will need to be assessed as the process unfolds Budget may also need to be identified to provide additional communications resources until September 2014 to provide internal and external communications, and community engagement

Legal implications

48. The appointment of senior staff is not a matter which can lawfully be determined by the Executive (Cabinet) alone, hence the need for Council to establish an Appointments Committee. The changes outlined in this report will require changes to the Council's Constitution. Such changes need to be agreed by full Council. Beyond this, no legal implications are envisaged at this initial stage of considering proposals for reorganisation of the council's structure

Risk assessment

49.

I have completed a risk assessment (Ref: LDC 26960)

The following risks will arise if the recommendations are not implemented, and I propose to mitigate these risks in the following ways:

If the District Council continues to maintain its existing organisation structure, it will struggle to maintain good, responsive, services for its customers, as financial resources come under increasing strain. LDC will risk falling behind other local authorities who modernises their structures and methods in order to meet the challenges ahead. It will be difficult to mitigate these risks, which is why the restructuring proposals are now being brought to Cabinet.

However, some mitigation is available by further departmental budget savings and incremental improvements to customer service.

The following risks will arise if the recommendations are implemented, and I propose to mitigate these risks in the following ways:

Risk 1: *The District Council cannot recruit suitable candidates to the new Director posts. **Mitigation:** Open market recruitment with advice from an external specialist on the best way to advertise the posts to attract the best possible candidates.*

Risk 2: *The Council fails to provide adequate succession planning, as experienced senior staff leave. **Mitigation :** Early recruitment of new chief officers.*

Risk 3: *The proposed structure fails to meet the needs of councillors, staff, customers and external partners. Mitigation:* Widespread consultation on making a customer focus model work well for people in Lewes District.

Risk 4: *Restructuring of the organisation may lead to uncertainty for staff and adversely affect staff morale, motivation and stress levels. Mitigation:* A programme of staff meetings and discussions, and good internal communications, as the process of change unfolds. The Council also has an established staff support and counselling system for any individual who may require it

If the recommendations are implemented, additional insurance/control costs arising from these mitigating factors are detailed in the financial implications section of this report.

If the recommendations are not implemented, additional insurance/control costs arising from these mitigating factors are detailed in the financial implications section of this report.

If the recommendations are implemented, the residual risks that cannot be mitigated fully are: *further unforeseen changes to local authority roles and finances, imposed by Government, or by a worsening financial situation*

If the recommendations are not implemented, the residual risks that cannot be mitigated fully are: *as above*

Sustainability Implications

50. The report has been the subject of a Sustainability Implications Questionnaire (Ref: LDC 26959) and positive implications have been identified for the proposed new organisational structure if the customer focus model is implemented . In particular, savings on car usage and more use of public transport, and a better focus on delivering National Park purposes, are expected to arise from the adoption of local service teams.

Equality Impact assessment

51. A full Equality Impact Assessment will be carried out as the more detailed proposals about the shape of the future organisation are formulated. For the purposes of the recommendations in this report the equality impact will be covered by the recruitment process which will be compliant with equality provision in recruitment policy and legislation.

Background papers

- Report to LDC Cabinet on Programme Nexus-One year On, 13 February 2013(Report 30/13 and Minute 148)
<http://cmispublic.lewes.gov.uk/Public/Binary.ashx?Document=6141>
- Open Public Services , Cabinet Office , July 2011
<http://files.openpublicservices.cabinetoffice.gov.uk/OpenPublicServices-WhitePaper.pdf>

- Nine tests of organisation design by Michael Goold and Andrew Campbell, The Ashridge Journal, Summer 2002
[http://www.ashridge.org.uk/Website/IC.nsf/wFARATT/The%20Nine%20Tests%20of%20Organisation%20Design/\\$file/NineTestsOfOrganisationDesign.pdf](http://www.ashridge.org.uk/Website/IC.nsf/wFARATT/The%20Nine%20Tests%20of%20Organisation%20Design/$file/NineTestsOfOrganisationDesign.pdf)
- Building Resilient Organizations by Dean Robb OD Practitioner , Vol 32, no 3 ,2000
<http://www.zoominfo.com/#!/search/profile/person?personId=77560820&targetId=profile>
- Joe Manning : Gaming the Cuts / Spending Review- Any Borough in 2018, New Local Government Network, April 2013
http://www.nlgn.org.uk/public/wp-content/uploads/Gaming-the-Cuts_PDF.pdf
- Report to LDC Planning Applications Committee: Planning Service User Survey , 4 April 2013 (Report 55/13)
<http://cmispublic.lewes.gov.uk/Public/Binary.ashx?Document=6197>
- Report to LDC Cabinet on adoption of Democratic Society “ Principles for Local Participation”
<http://cmispublic.lewes.gov.uk/Public/Binary.ashx?Document=5764>
- LDC Constitution Article 12 (Officers) and Part 4, paragraph 4 (Officer Employment Procedure rules) (pages K1 and K2)
<http://www.lewes.gov.uk/council/1565.asp>

Appendices

- A - Minute 148 LDC Cabinet , 13 February 2013
- B - Current LDC organisational structure
- C - Customer contacts at LDC
- D - Proposed LDC organisational structure
- E - Timeline for introduction of organisational change
- F - Proposed Remit for Appointments Committee