

Appendix A – Background and Further Information on Our Cambridge and the Organisation Design



Glossary of Terms

Jargon	Explanation
Agile council	A council that has the skills, confidence and ability to change and adapt quickly
Centralised function	A way of grouping teams so that people who do similar activities or have the same reason for doing something, work in one big group, as opposed to smaller groups as part of other teams
Change and digital leadership functions	The role in the council who takes accountability (buck-stops-with-them) for keeping us moving forward with change/digital and supports the rest of us to keep our skills and knowledge up to date
Costed business cases and delivery plans	The documents which show how much the piece of work is going to cost, how much it will save/money it will make, what other benefits this work can bring and the steps to making the changes
Direction of travel	An update on the key themes and recommendations so far, as well as an indication about what is yet to come
Discretionary services	Non-statutory services, or services which we are not legally obligated to provide
Efficiency and productivity savings	Where we think we can save money by delivering services more efficiently
Flex savings	Where the way and amount of money we can save will change based on further political decisions
Full benefits and opportunities assessment	Documents detailing the possible advantages of specific project(s)
Functions	Grouped service areas that align to similar goals
Making it Real	This was a project as part of Our Cambridge. It was an employee-engagement initiative, which saw teams across the organisation come together to understand their purpose as part of Cambridge City Council. Data was collected on areas for improvement and ways of working.
Management information	Relevant and timely data (both quantitative and qualitative) that supports decision making and prioritisation
Natural attrition, voluntary approaches and hiring freezes	Approaches to maintaining a sustainable workforce during periods of transformation. Respectively, not hiring into roles when people leave, offering voluntary redundancy options and preventing new recruitment into the organisation
Operating design vs Organisation design	The detailed plan accounting for all teams, explaining how they will be structured, including team sizes and role profiles
Operational efficiencies	The strategic plan for how the Council will align its services to achieve corporate goals
Options appraisal	Opportunities to improve how a service is structures or works that will achieve savings in time/money
Outcomes for residents and the city	Document detailing the various choices available to meet the goal/target
Placemaking	The different ways the people of Cambridge will experience the effects of our work
Realise the benefits	The grouping of teams who lead on planning, designing and growing the physical aspects and public spaces of Cambridge in a sustainable and inclusive way
Reserves	Ensure we are delivering the expected return on investment
Service models	The savings account for anticipated future expenditures, such as major repairs and improvements
Shared purpose	The ways the Council delivers its services (e.g. Shared Services, Local Authority Trading Companies, Partnerships, etc.)
Shared vision	The recognised and agreed reason for why a group of people do something
Systemic solutions	The recognised view of the future, as set by Council leaders
Transactional services	Opportunities to provide results that work for the whole Cambridge ecosystem (residents, partners, businesses, the Council, etc.)
Unforced attrition	Repeatable processes with logical flows
	Allowing natural decline of the workforce by not filling a post when someone voluntarily leaves

Section 1: Background Information



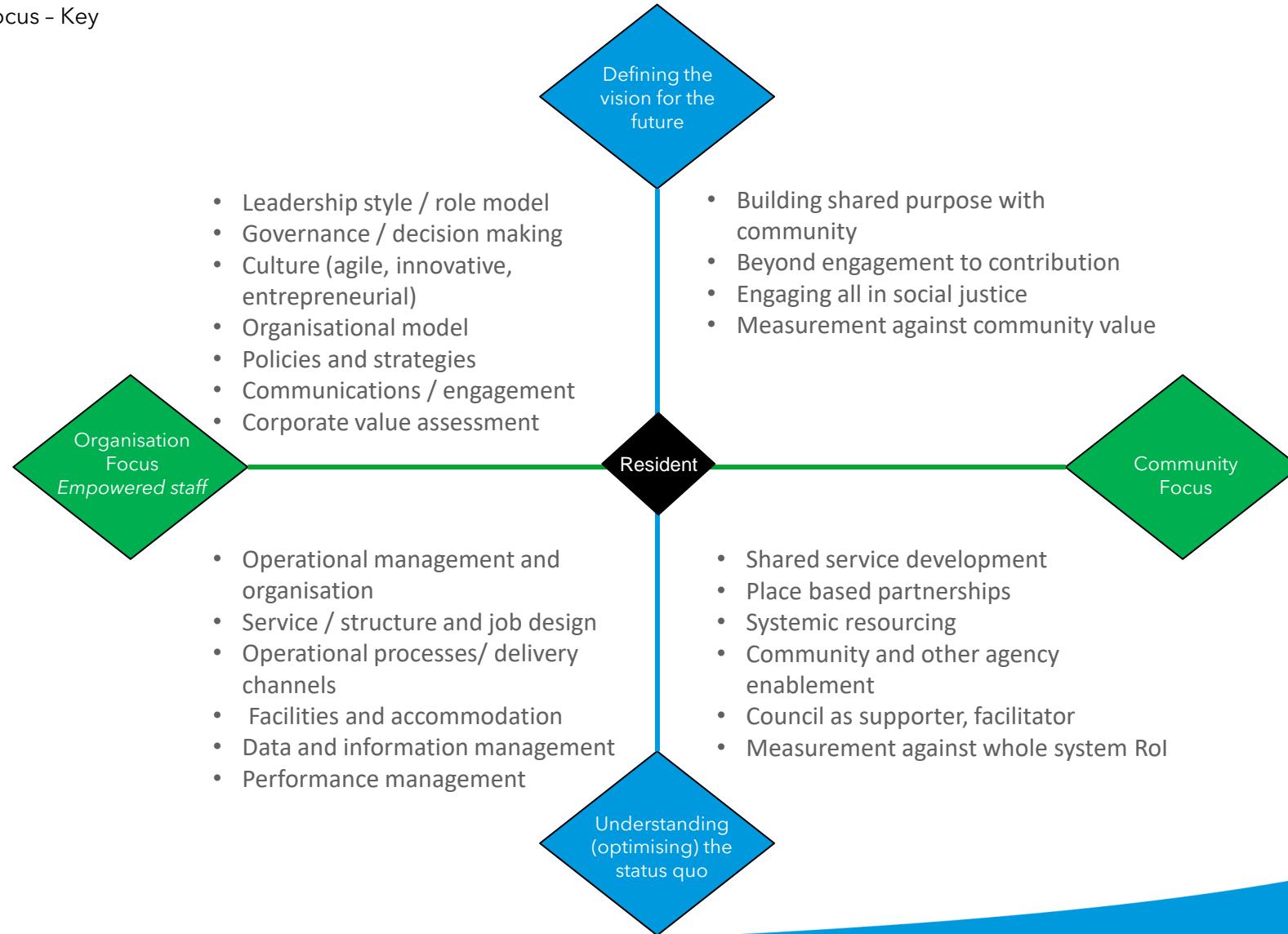
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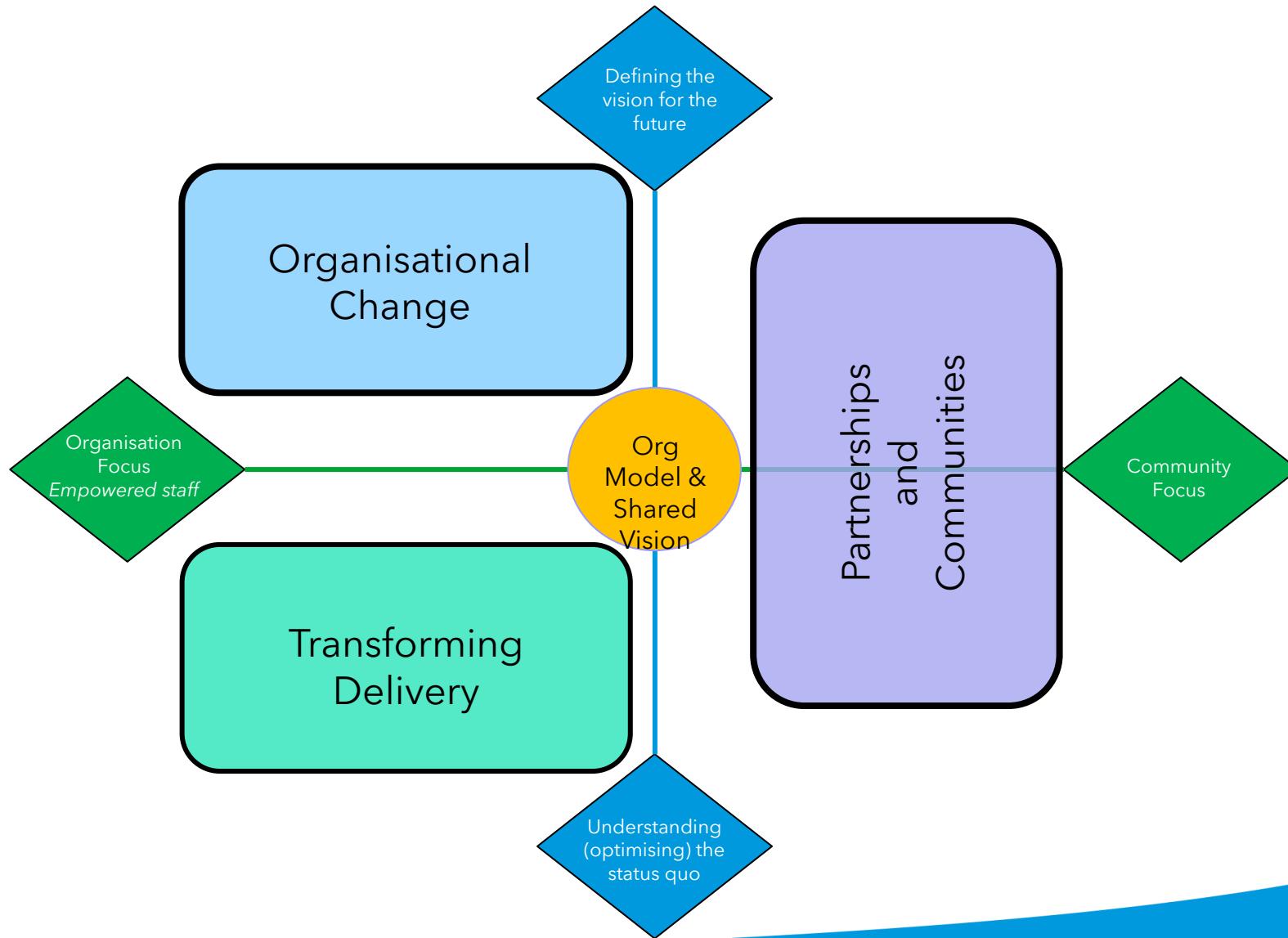
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 Cambridge conversation - catalyst for change

 Priority of Focus - Key outcomes



Where today fits into our transformation agenda



Our Cambridge – Key Projects

Programme Level

2 Projects

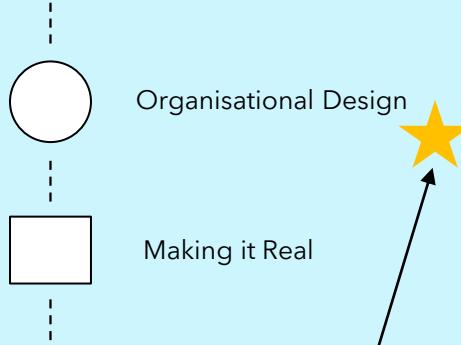


Planning Transformation

This project is a transformation activity in one of our shared services, led by South Cambs. As such, while it is part of the programme, it is primarily an inward dependency and not subject to our governance. To ensure joint benefits and alignment, Stephen Kelly (Strategic Director of Planning) sits on the Our Cambridge Transformation Board.

Organisational Change

2 Projects



**Please note that
Organisation Design
(which is the focus of
this paper) is only one
of 19 projects currently
in the Our Cambridge
programme**

Partnerships & Communities

7 Projects



Partnership By Default

Community Wealth Building

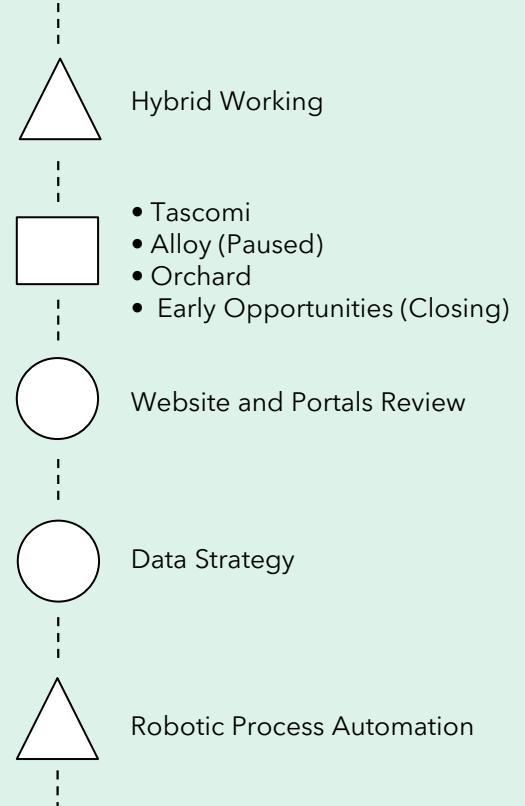
CitizenLab

- Place Based Social Impact
- City Portrait

- Vaccine Champions Programme
- Heating and Health

Transforming Delivery

8 Projects



Hybrid Working

- Tascomi
- Alloy (Paused)
- Orchard
- Early Opportunities (Closing)

Website and Portals Review

Data Strategy

Robotic Process Automation



Strategy Project



Delivery Project



Research Project

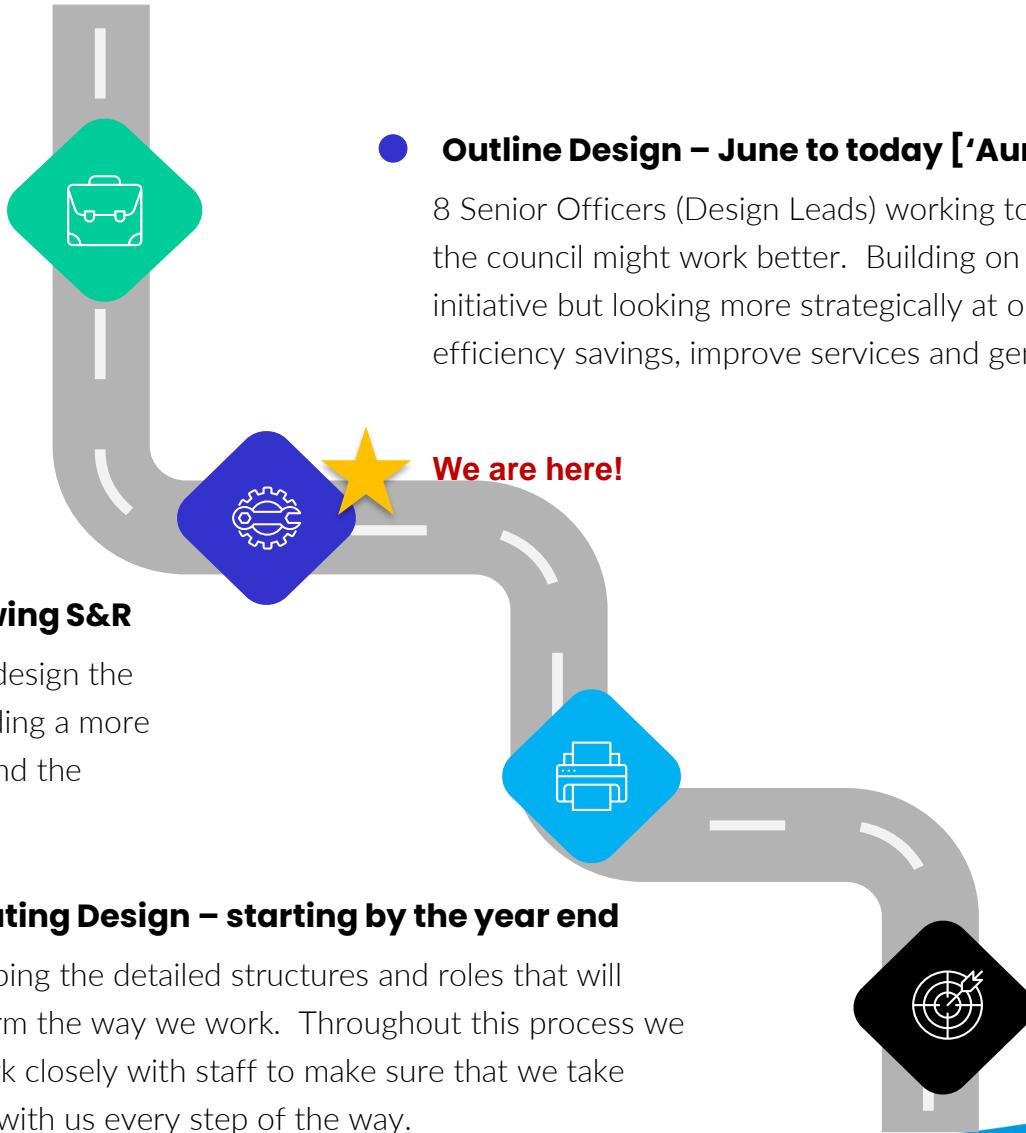


Prototype

The steps in developing the organisation design

● Organisation Blueprint – April and May

Considered other local authority strategies. Defined design principles and value streams that reflected member priorities. Tested potential of working more closely with communities and partners.



● Outline Design – June to today ['Aunt Sally']

8 Senior Officers (Design Leads) working together to identify how the council might work better. Building on the Making It Real initiative but looking more strategically at opportunities to create efficiency savings, improve services and generate income.

● Detailed organisation design following S&R

Following members review of the outline design the programme will work up the details, providing a more comprehensive analysis of costs, saving and the timetable for delivery.

● Operating Design – starting by the year end

Developing the detailed structures and roles that will transform the way we work. Throughout this process we will work closely with staff to make sure that we take people with us every step of the way.



Design principles – included as part of Our Cambridge update which went to Strategy and Resources Committee in July

- 1. Customer driven** – our services will be prioritised to reflect the community we serve and elected member priorities
- 2. Collaborative and co-operative** - makes use of the resources and potential within our partners and communities
- 3. Efficient** - services offered with minimum time and cost required
- 4. Commercial** – enable revenue to be optimises and unrecovered debt to be reduced
- 5. Scalable** – must be capable of adjusting to reflect the size of the city and available budgets available to the council
- 6. Progressive** – the design should require the council to review and measure its performance against advancements in technology and public service management
- 7. Human** – the culture within the council design must respect and defend the wellbeing, health and living standards of all who work with or receive its services



Section 2: Further Information on Organisation Design



Transforming the council is about more than just savings

Bringing key functions together and orienting them around a shared purpose can achieve a better resident-centred delivery, reduce inefficiencies, improve customer experience and deliver better outcomes for the whole city.

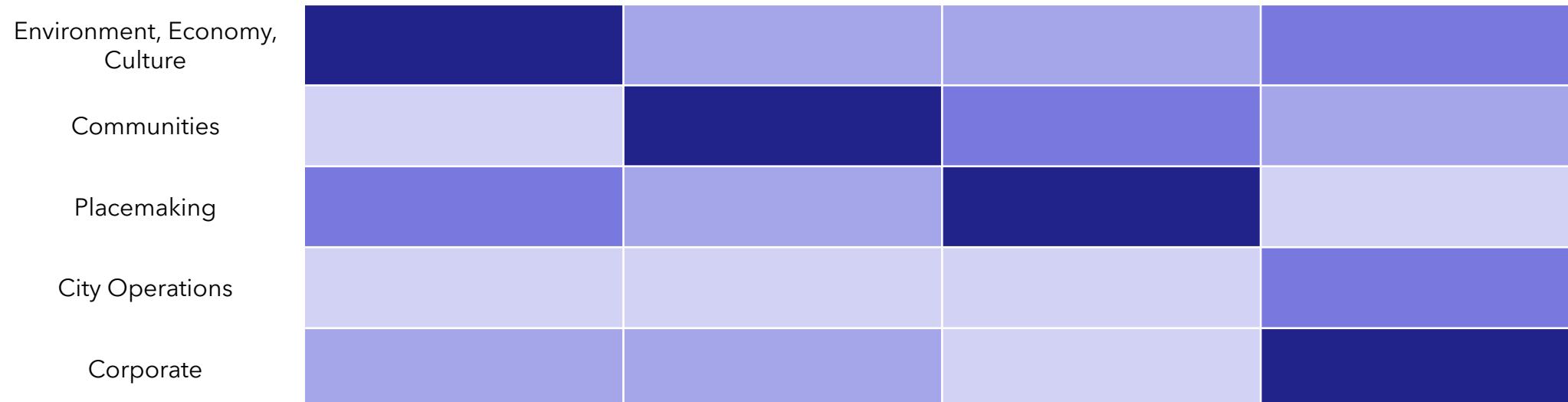


Org Design – emerging model

[not management structure]



How the functions support the Corporate Plan



Leading Cambridge's response to the climate change and biodiversity emergencies

Tackling poverty and inequality and helping people in the greatest need

Building a new generation of council and affordable homes and reducing homelessness

Modernising the council to lead a greener city that is fair for all

Lesser impact

Most impact

Our Cambridge - Savings Overview [Indicative]

Savings (Recurring) Speed of savings delivery - one * for short term *** for longer term

		Low	High	Achievable p.a. (net)
Efficiency savings (doing what we do, better)	Changes to Delivery			
	City Operations (Ops Hub)**	£0.3m	£1m	£0.7m
	Additional purpose-based groupings	TBC	TBC	TBC
	Maximising income**	£0m	£0.2m	£0.1m
	Shared Services***	£0.1m	£0.2m	£0.1m
	Service efficiencies**	£0.3m	£0.5m	£0.3m
	Leadership and Decision Making			
	Political governance**	£0.0m	£0.3m	£0.1m
	Executive leadership*	£0.2m	£0.4m	£0.3m
	Financial decision making*	£0m	£0.2m	£0.1m
Flex savings(variable savings/revenue based on political decisions)	Assets, Infrastructure and People			
	Data/digital***	£0.2m	£0.7m	£0.5m
	Agency/consultancy reduction**	£0.2m	£0.5m	£0.3m
	Total Efficiency Savings	£1.3m	£4m	£2.5m
	Assets, Infrastructure and People			
Flex savings(variable savings/revenue based on political decisions)	Council used space**†	£0m	£2m	£1m†
	Changes to Delivery			
	Reducing/stopping services* or ***	£0.2m	£1m	£0.4m
	Additional headcount reduction* or ***	£0m	£3m	£2.1m
	Total 'flex' savings	£0.2m	£6m	£3.5m
	Total	£1.5m	~£9.7m	£6m (-20% optimism bias) = £5m

- The efficiency savings identified will contribute to a smaller organisation and some headcount reduction, because merging of functions will lead to some natural wastage
- An achievable estimate of the amount saveable through efficiencies currently stands at £2.5m
- The amount saved via the accommodation strategy will then determine the degree to which we will need to look at discretionary services and headcount to meet our targets**

As we become a smaller organisation, we will maximise the potential of role of natural attrition, voluntary approaches and hiring freezes which can play a role to avoid the need for redundancies.

† Savings potential for Council Used Space based on the option of leasing out Mandela and amalgamating into the Guildhall.

Proposed Timeline

Next Steps – Phase 1



- Org Design
- Complete options appraisal for 'Flex' savings
 - Develop Accommodation detailed business case (which will support the options appraisal on 'flex' savings)
 - Develop Data Strategy and Business Case
 - Complete City Operations operating design and detailed business case
 - Complete Senior management operating design and political governance

Phase 2



- New senior management structure in place end April 23
- City Operations (Start implementation)
- Accommodation (Start implementation, starting with quick wins)
- Corporate (operating design and detailed business case)
- Culture change / new skills enablement programme

Phase 3



- Corporate (implementation)
- Communities, Placemaking, and EEC (operating designs and detailed business cases)
- Alternative delivery models (detailed business cases)

Phase 4



- Communities, Placemaking, and EEC (implementation)
- Alternative delivery models (implementation)
- Additional reduction of services