

DRAFT

Our Cambridge Corporate Design Programme



To:

Councillor Mike Davey, Leader and Executive Councillor for Transformation Strategy & Resources Scrutiny Committee 29 January 2024

Report by:

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Wards affected:

All

Not a Key Decision

1. Executive Summary

This report summarizes the outputs of the research and development phase of the Our Cambridge corporate design programme. It focuses on the proposed Corporate Hub which brings together functions from across the Corporate Group and the Chief Executive's Office. It sets out the purpose of the proposed Corporate Hub, what it will do, and what functions it will have. It also sets out how it will co-ordinate those functions across the organisation. This is an integral part of the wider Our Cambridge programme.

2. Recommendations

The Executive Councillor is recommended to:

- Agree the purpose, value statements, high-level functions and operating model as set out in this paper;
- Agree to delegate decisions in relation to the detailed operational design to the Chief Operating Officer, and for consultation and implementation of changes to staffing structures, in line both with the direction recommended in this paper and our Organisational Change Policy.

3. Background

The following proposals have been prepared as the result of discovery, research and development activity undertaken as part of the Our Cambridge transformation programme.,

As the Corporate Group and the Chief Executive's Office are new Groups created as part of the Senior Management Review in May 2023, the work so far has focused on **why** these groups exist (their purpose) and **what** they do (the difference they make and the high-level functions that make that difference). If agreed, the next stage will focus in on the operational detail.

The rest of this paper refers to 'corporate functions' as a short-hand for activities delivered by the Corporate Group and the Chief Executive's Office which support all teams across the Council, in one way or another, to do their jobs.

Process

To develop the 'why' and the 'what', all staff within both Corporate Group and the Chief Executive's Office have had opportunities to engage and comment at different stages in the process to date (it should be noted that Democratic Services were only engaged in at the outset and have not been involved in any of the detailed work, as their future operating model will be dependent on the outcome of the Governance Review).

The rest of the Council, who will use corporate functions (as well as Corporate and the Chief Executive's Office themselves), will be engaged with as part of the next phase which will, subject to approval, focus on the detail of how the Corporate Hub will work to support them.

Purpose (why corporate functions will exist)

The proposed purpose of our corporate functions is to:

Enable the Council, as a whole, to be an effective, efficient and high performing organisation.

Value Statements (what the corporate functions will do)

These statements set out the difference our corporate functions need to deliver in order to meet their purpose.

All the corporate functions will:

- Enable the Council to know whether it is achieving its planned outcomes, within budget and to time,
- Enable the Council to plan, change and prepare for the future,
- Enable the Council to understand and manage risk,
- Enable good governance, both democratically and internally
- Enable the Council to engage and work constructively with stakeholders, internal and external,
- Enable effective day to day operations through the consistent use of coherent processes, systems, and facilities

Functions

This section sets out the high-level functions proposed to sit in the Corporate Group and the Chief Executive's Office. It is important that the following list should not be read as a list of staff teams. This paper is not intended to cover the staff structure. If this proposal is accepted there will be further work to develop a proposed staff structure, which will be taken through the formal organisational change policy process.

Corporate Group

- People
- Finance
- Strategic asset management
- Organisational Performance
- Innovation
- Internal Audit and risk management
- Legal
- Digital
- Communications
- Customer services
- Business Support

Chief Executive's Office

- Strategic partnerships and relationship management
- Policy development
- Democratic Services

Operating Model – hub and spoke

In this context, the hub is made up of the corporate functions, and the spokes are the groups and teams that need to use the corporate functions.

The intention of the hub and spoke approach is to create the most effective and efficient balance between the co-ordination of functions within a corporate hub and the need for the Council to be flexible and agile in its delivery.

We already operate a version of a hub and spoke model for our individual corporate functions, however this has not been explicit, and because they have not been together in a joined up corporate hub, opportunities to make their currently separate delivery simpler or more streamlined have not been taken. In other words, we do not have a single front door for teams needing to access corporate support.

The aim of the planned change to the operating model therefore is to ensure that we are confident we can deliver on the corporate purpose by

- realizing the benefits of the corporate functions working together,
- being clear on the respective roles of the hub and spoke for each of the functions,

The detail of what this looks like for each function will be different, taking into account the practical differences between the functions themselves, as well as the need to find the best balance of cost and effectiveness for the Council as a whole. However a set of principles is proposed, as follows:

Hub and Spoke Roles

For each of the functions it is proposed that:

The hub is accountable for:

- Holding the necessary skills, experience and knowledge to facilitate that function,
- Ensuring that the necessary systems and processes are in place, **joined up across the corporate functions**, and easy to use,
- Providing the necessary training and information to use those systems and processes,
- Ensuring that expert support and information from the corporate hub is available for managers across the council as needed to enable them to fulfil their responsibilities,

- Ensuring that effective monitoring and reporting systems are in place to enable managers and leaders to check their performance and to spot insights

The spokes, teams across the council, are accountable for:

- Using the systems and processes that the hub has put in place to support them,
- Actively engaging in training to ensure they know how to use the systems,
- Calling on expert support when needed,
- Using all available data to monitor and continuously improve performance.

An example of the hub and spoke model in practice would be recruitment and onboarding of a new member of staff:

- the spoke takes a decision to recruit,
- the hub provides the support to enable that recruitment to happen,
- the spoke (in this case a recruiting manager) carries out that recruitment,
- the hub ensures that **all** the internal processes that a successful recruitment triggers across the different functions of corporate hub, from getting an email account and a laptop (if needed), through to payroll and passes, take place.

Next Steps and Implementation

The delivery of the complete model is going to take time. Many, if not all, of our corporate functions are essential to ongoing delivery and therefore, we need, as far as possible, to deliver seamless change, without interruption or significant disruption to delivery.

Therefore, following the decision to extend the Our Cambridge programme, it is proposed that there will be two phases of change activity, corporate design 1.0, and corporate design 2.0, followed by a road map for remaining process changes.

This paper forms part of Corporate Design 1.0. As such, from now until December 2024, we will:

- Work across the whole council to determine the needs of front-line teams from the Corporate hub,
- Design, consult and implement an initial structure for the Corporate Group and the Policy and Partnerships Unit, in line with both with the direction recommended in this paper and our Organisational Change Policy,
- Design and test a refreshed performance management framework within the Corporate Group, ready to roll out across the organisation,
- Review and improve the onboarding and recruitment process, including using technology and automation to make it more efficient, and use the learning from that work to plan the ongoing programme of process updates.

4. Implications

a) Financial Implications

The approval of the model will not have any immediate financial implications. As the next stage of the programme takes place, the financial implications of the work on the staffing structure will come forward as part of the organisational change process.

b) Staffing Implications

If approved, an Organisational Change process to bring staffing structures in line with the new model will take place. This will have implications for all staff involved, as is acknowledged in our Organisation Change Policy. In addition to their involvement in the process leading up to the issuing of an Organisational Change Consultation document, all staff will then be able to take part in the formal consultation process as outlined in the policy.

c) Equality and Poverty Implications

An EQIA has been completed. At this stage there are no specific implications, however if approval is given to move onto the staffing restructure, as that progresses there will be implications for the affected staff, and these have been identified and will be taken into consideration in the planning and delivery of that process, in line with our Organisational Change Policy.

d) Net Zero Carbon, Climate Change and Environmental Implications

Again, at this stage, there are no implications, positive or negative. As the project progresses this will continue to be monitored.

e) Procurement Implications

There are no procurement implications in the adoption of the model

f) Community Safety Implications

There are no community safety implementation with the adoption of the model

5. Consultation and communication considerations

This is an internal facing change, with no implications for the public at this point. Internal consultation and communication has been taking place and will continue to take place as set out in the main paper

6. Background papers

No background papers were used in the preparation of this report.

7. Appendices

No appendices.

(Name)

8. Inspection of papers

If you have a query on the report please contact Jane Wilson, Chief Operating Officer, tel: 01223 457860, email: jane.wilson@cambridge.gov.uk.