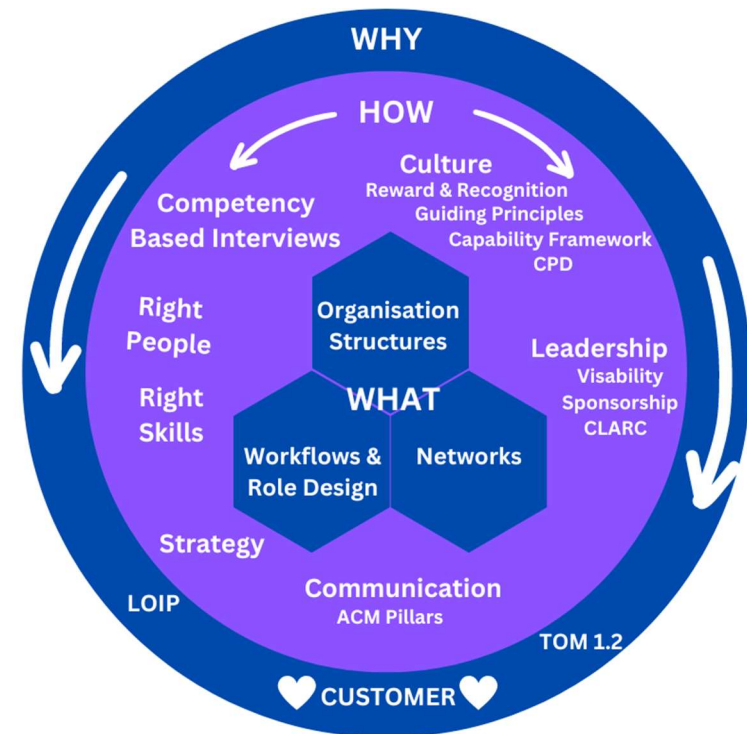


Managing Organisational Change – ACC Organisation Design Principles

The Organisation Design Principles

- The Workforce Strategy outlines our commitment to redesign services against organisational principles.
- Our Organisation Design Principles are based on what the research tells us about best practice as well as our own needs, context and environment as a City Council.
- They provide us with a “common denominator” by which we can be evidence-led and assess – in a planned way- the extent that proposed designs and changes will bring us closer to our purpose.
- From inception right through to adoption, they should steer us through to the culture and transformation that we have highlighted in our TOM and TOM 1.2.
- They cover the 3 key elements under **WHAT**:
 - Organisation Structures
 - Workflows & Role Design
 - Networks


as well as the **HOW** and **WHY** we will do this.



Consider the design principles for WHAT, HOW and WHY to help inform your proposals and optimise your organisational design – complete the templates that follow below for each and take account of the Equality, Diversity & Inclusion considerations outlined on the next page.

Managing Organisational Change – ACC Organisation Design Principles

Equality, Diversity & Inclusion Considerations:

- When designing roles use language that is inclusive and non-gendered. Think about behaviours rather than years of experience and how progression can be enabled without the need for external qualifications or experience we cannot support.
 - Be mindful of caring responsibilities and designing roles that can be supportive of flexible and part time working, including at People Manager level. This can be beneficial and more often than not supporting women and those who care for disabled people to remain in employment and progress careers.
 - Review occupational segregation data from a diversity perspective. Is there any under-representation in your team, especially at leadership level? Aim to understand causes behind these & support with plans to increase diversity. Think also about your customer base – are you representative?
 - Neurodiversity – some people may require additional support during a period of change. What are the strengths that people bring to your team? Utilise these and think about our duty of care to our employees.
- 
- Take account of upskilling, especially around digital skills – not everyone will have these gained from, for example, their personal lives.
 - When engaging, co-creating, consulting make sure that diverse voices are heard and taken into consideration. Consider how an equality ambassadors network or ED&I working groups may help.

Managing Organisational Change – ACC Organisation Design Principles

Organisation Design Principles: Structures

Design Principles	How...	Ways that these will be reflected in the “to be” structure:
<p>A. Our design embeds peer accountability, peer support and peer learning</p> <p>B. Our design has the fewest number of layers of management and the flattest structures possible</p> <p>C. Our design enables best practice management and supports the trial of self-managing teams where appropriate</p>	<ul style="list-style-type: none">• By having a minimum of 3-5 individuals within any management span and being aligned with the optimum spans for the type, complexity and diversity of the work• By having no more than 5-7 layers of management	

Managing Organisational Change – ACC Organisation Design Principles

Organisation Design Principles: Workflows and Role Design

Design Principles	How..	Ways that these will be reflected in the “to be” structure:
<p>A. Embed a ‘digital first’ approach to reducing demand and transforming the work that people do away from that which can be automated or made more efficient through technology</p> <p>B. Design roles around what people do best – empathy, problem solving and community enablement</p> <p>C. Design services and roles around customers’ needs, with customers and using data analysis and evidence from the outset</p> <p>D. Based on evidence, use early intervention and prevention techniques to reduce demand</p>	<ul style="list-style-type: none"> • By demonstrating within the design planning/Business case the elements of the work that will be undertaken by technology; how efficiencies of service delivery are being achieved through digitisation and how people will work effectively with the technology (suitability factors explored with Digital and Technology) • Use Service Design planning techniques to consider customer journey e.g. via empathy mapping and customer feedback and describe this within the design i.e. within the content of jobs • Showing the evidence and/or data that has been utilised as the background to the redesign, the type of demand that this represents and how the design responds to and shifts demand through early intervention/prevention 	

Managing Organisational Change – ACC Organisation Design Principles

Organisational Design Principles: Networks

Design Principles	How...	Ways that these will be reflected in the “to be” structure:
<p>A. Enable review of existing structures, including workflows, across Clusters, the organisation and the wider (multi-agency) system to drive transformation</p> <p>B. We maintain the principles of our functional structure</p> <p>C. We provide the physical workspace, digital tools and collaboration infrastructure to drive innovation in how we will work</p>	<ul style="list-style-type: none"> • By ensuring that our design and structure facilitates collaboration via clear channels of communication and recognition deliberate description and broadening of matrix structures and the building of capacity with a range of partners • Our design considers the other services and teams on our customer’s journey, or within the workflows, to align with these and enable shared knowledge for optimised workflow 	

Managing Organisational Change – ACC Organisation Design Principles

Organisational Design Principles: How

Design Principles	How...	Ways that these will be reflected in the “to be” structure:
<p>A. Facilitates effective communication channels</p> <p>B. Encourages distributed and self-leadership in employees of all job families, clarifying their role and responsibility as a peer</p> <p>C. Considers the impact that the design will have on the culture in the team and the wider organisation (Instils the Guiding Principles of Purpose, Pride, Team, Trust, Value)</p>	<ul style="list-style-type: none"> • Through use of our Job Families approach and talent pipeline, encourage development within the designed structure via internal movement and career progression • Takes into account the pillars within our Adoption and Change Management approach • Through the use of corporate recognition as well as immediate informal recognition for the team, enabling and encouraging peer to peer recognition alongside recognition from leadership 	

Managing Organisational Change – ACC Organisation Design Principles

Organisational Design Principles: Why

Design Principles	How...	Ways that these will be reflected in the “to be” structure:
<p>A. Team members are clear on what is expected of them and how this connects to our purpose, roles are empowered to deliver what is needed for our citizens</p> <p>B. Employees have the skills and confidence to carry out their roles effectively with colleagues.</p>	<ul style="list-style-type: none"> • By ensuring that roles reflect factors for high engagement wherever possible. * • By focussing on delivery against our purpose, via ‘golden thread’ objective setting for teams and roles, with CR&D as a tool to assist with this 	