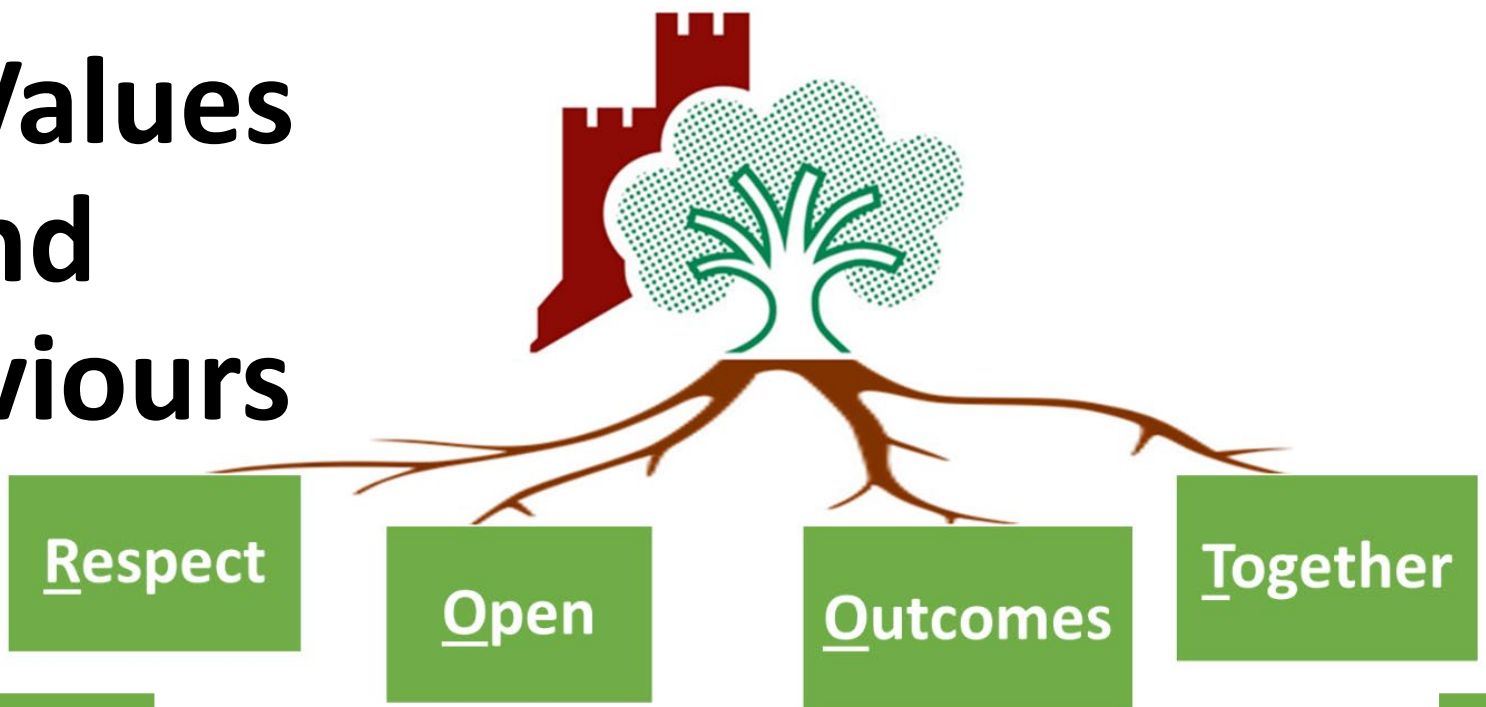
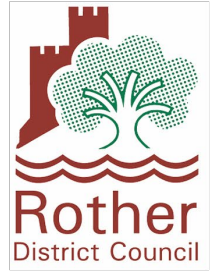


Rother District Council Organisational Design

September 2024



RDC Values and Behaviours



Respect

Open

Outcomes

Together

Respect	
Professional	Maintaining high standards – in line with professional/regulatory requirements and Nolan principles*
Value others	Ensures that people are given opportunity to contribute, appreciate and acknowledge that contribution
Empowering	Enabling and encouraging people to influence and make decisions

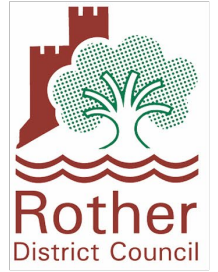
Open	
Trusting	Rely on and put confidence in others to do as they say
Listening	Makes time to hear what people are saying, checks understanding
Feeding back	Sharing observations and perception to improve understanding and performance

Outcomes	
Responsible	Being accountable and reliable, doing what you have said you will do
Innovative	Creating and trying new ways of doing things
Prioritises	Organise, clarify what is most important and focus on that

Together	
Communicates	Shares information in an accessible and timely way with people who need to know
Collaborates	Cooperates, identifies, and brings in people to work together
Relationship focussed	Taking time to build connections and get to know other people

* Selflessness; Integrity; Objectivity; Accountability; Openness; Honesty; Leadership

RDC Target Operating Model principles



1. Empowering (timely decisions at the right level – by officers and customers)

- Help people to help themselves (well informed self service).
- Delegate Authority as well as responsibility (good governance).
- Freedom and time to explore ideas – stimulate creativity and innovation.

Respect

2. Efficient and Value For Money (resources delivering Return on Investment)

- Prevent waste – not wasting resources, including staff. Take a commercial approach.
- Ensure resources available: finance, technology, people - investing in the workforce.
- Generate revenue/savings.

Open

3. Customer outcome focussed (evidence-based decision making and resource allocation)

- Early intervention - anticipate demand with effective communication and access to information.
- Putting customer journey at the heart, with insight and data informing timely and responsive services.
- Focus on benefits – Residents and Businesses; Environment /climate/carbon.

Outcomes

4. Community leaders (driving delivery, with partners and stakeholders)

- Leading by example.
- Collaborating and influencing partners, residents, business to identify problems & develop solutions.

Together

Organisational Design

Senior Leadership Team

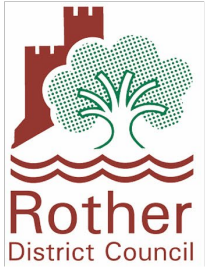
- 3 Statutory Officers
 - Head of Paid Service (Chief Exec);
 - S151 (Deputy Chief Exec);
 - Monitoring Officer (new Director role)

Council Leadership Team

- 3 Statutory Officers, plus
- 8 Heads of Service

Wider Management Team

- Service/Team Managers



TOM Principle	Organisational design
Empowering (timely decisions at the right level – by officers and customers)	Clear structure; Consistent Leadership/ Management roles
Efficient and Value For Money (resources delivering Return on Investment)	Clarity of roles/ responsibility; manager/ colleague ratio
Customer outcome focussed, ensuring effective early intervention (evidence-based decision making and resource allocation)	Teams around customers; shift resource from reactive to proactive – leadership capacity to develop services
Community leaders (driving delivery, with partners and stakeholders)	Capacity for external leadership; internal management

Organisational Design – new roles

Senior Leadership Team – new Director

- **Director of Governance and Community Services (Monitoring Officer)** –

Leading on modernisation of the constitution, governance and scheme of delegation – ensuring the Target Operating Model delivers

Council Leadership Team – new Heads of Service

- **Financial Services** – assuring robust financial planning and management
- **Planning** – leading this critical function in a time of significant change

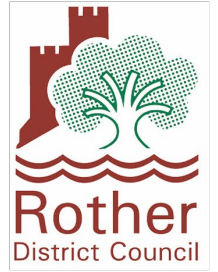


SLT - Strategic -
Leadership

CLT - Tactical -
Management

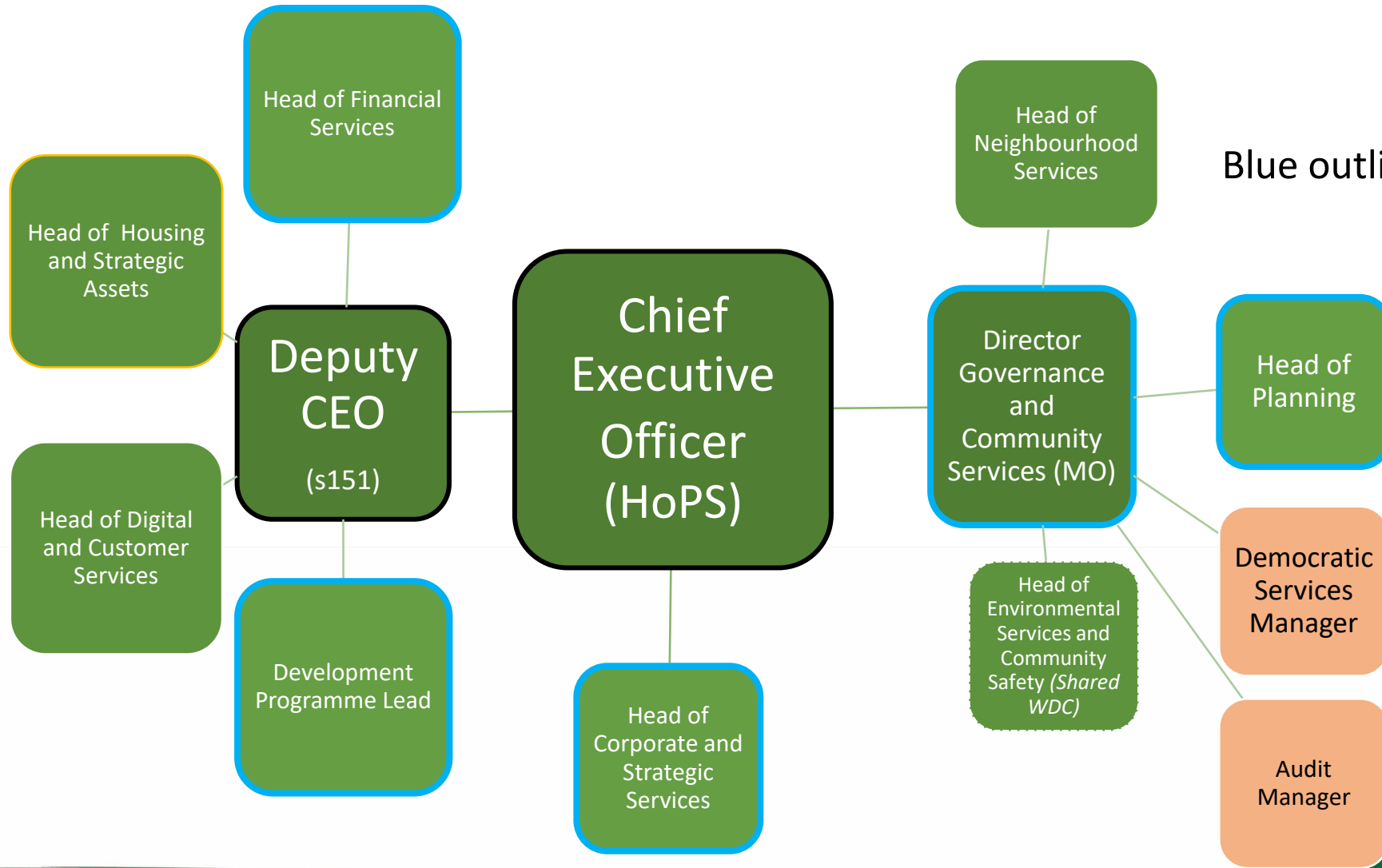
WMT - Operational
- Delivery

Organisational Design – SLT/CLT structure



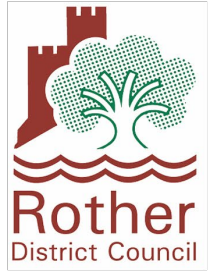
SLT

- Chief Executive Officer (Head of Paid Service)
- Deputy Chief Executive Officer (s151 Officer)
- Director Governance and Community Services (Monitoring Officer)



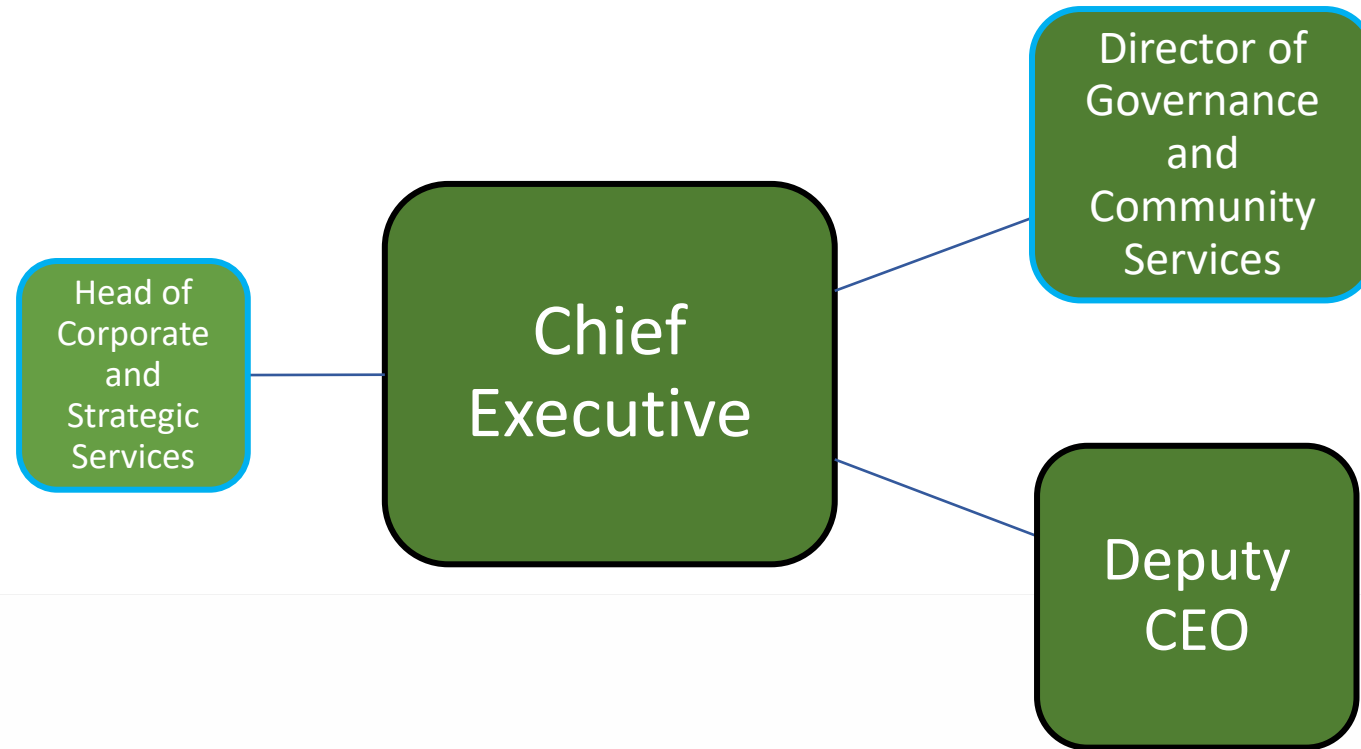
Blue outline = new roles

Organisational Design – structure

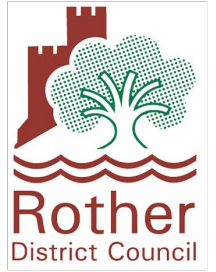


Corporate and Strategic Services

Oversight of all Programmes/ Projects
People Team – HR; H&S; Facilities; Payroll
Policy
Performance
Climate change
EDI
Partnerships
Engagement
Internal Communications (+ ESCC Client)
Regeneration & Economic Development
Active Rother



Organisational Design – structure



Financial Services
Accountancy, Creditors and Systems Administration
ESPH Client
Revenues & Benefits
HB/CTR
Claims processing
C/tax NDR billing & collection
Sundry Debts
Cashiers
Grants processing

Head of Financial Services

Deputy Chief Executive

Head of Digital and Customer Services

Digital & Customer Services
Service Desk
Customer Services
ICT Infrastructure
Design
Digital Transformation
Business Continuity
GIS & Street Naming/No

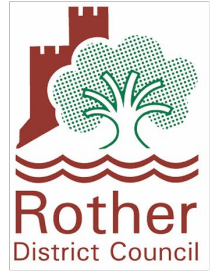
Capital Development Team
LUF
LUP
etc

Development Programme Lead

Head of Housing and Strategic Assets

Housing & Strategic Asset Management
Housing Needs
Housing Development & Enabling
*Estates
*Building Maintenance
*Property Investment & Income Generation
* Asset/Facilities Management
Rother DC Housing Co (Client)

Organisational Design – structure



Neighbourhood Services
 Contracts
 Sports Development
 Museums
 Joint Waste Management (Client)
 Beach & Coast Management
 Cemeteries
 Car Parks
 Emergency Planning/Resilience (ESRP)



Exploring FoI Partnership service with WDC

Information Governance

Environmental Services, Licensing & Community Safety
 Licensing
 Pollution
 Food & Safety
 Pest Control
 Community Safety
 Private Sector Housing
 Safeguarding Lead
 RIPA Officer
 Disabled Facility Grants

Head of Environmental Services, Licensing and Community Safety *(Shared WDC)*

Head of Planning

Planning/ Development Management
 Development Management
 Planning Enforcement
 Planning Policy
 Planning Policy Advice
 Plan-making
 Neighbourhood Plans
 Infrastructure
 Monitoring & Registers