Runnymede Borough Council Organisational Development Strategy

2022 - 2026

Organisational Development Strategy

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Introduction

The objective of this strategy is to convey the organisational development vision which will enable Runnymede Borough Council to deliver its Corporate Plan and act as the key enabler for staff and councillors to perform their duties to the best of their ability and make Runnymede Borough Council the employer of choice for local people.

What sort of Council do we aspire to be;

- **Progressive**
  Willing to listen to customer needs; willing to change and adapt; in touch with the aspirations of the population
- **Ambitious**
  Willing to develop plans for regeneration of the borough; willing to share services with others to provide sustainable and high quality services
- **To be an employer of choice**
  A place where our staff are committed, happy and part of our journey
- **Commercial**
  Willing to take measured risks in order to create the resources we need going forward
- **Accessible**
  Prepared to invest in new technologies to enhance accessibility to our services

Key aims of the Strategy

These themes will come together to:

Support the Council's business – by understanding the needs of customers, staff, partners, stakeholders and legislation, the Council can deploy effective, agile technology and well-trained staff. This will enhance our ability to change working models which will deliver cost reduction and value for money – with residents' needs at the forefront.

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Lead the Council through change – by providing a clear framework for the planning and effective governance across the whole Council underpinned with modern transparent policies which support and encourage staff.

Transform the organisation – by showing how investments in both staff and technology can eliminate silos inherent in many service areas with legacy systems and traditional ways of working. Through efficient business processes, collaborative working, modern technology, supporting new and better ways of working can deliver efficiencies and improvements.

Encourage innovation – by creating a 'Can Do' culture setting out the Council's aspirations for the use of talent management, modern technology, partnership collaboration, ensuring staff are supported in looking at innovative ideas and emerging solutions while at the same time deploying good practice.

Enhance the digital provision – through constant review of technology platforms and staffing resources needed to ensure effective adoption as modern technologies emerge that offer opportunities to deliver greater value, better performance, improved scalability, extended availability and are more secure.

People Theme

Cultural Change

The culture of an organisation has a major impact on its success so developing the right culture is key to its success.

What do we mean by culture?

The culture of an organisation could be described as 'its personality and character.' Organisational culture is made up of shared values, beliefs, and assumptions about how people should behave and interact, how decisions should be made and how work activities should be conducted. Our Corporate Values are the foundation on which we work and help us to achieve the Council's overall vision. They are:

- Customer-focused
- Performance driven
- Innovative
- Passionate
- Promoting equality and diversity
- Deliver excellent value for money

At the heart of an organisation's culture is its people. They are its greatest asset and therefore choosing the 'right people with the right skills, in the right roles, at the right time and at the right cost' remains essential to a high performing organisation.

However, culture is not only about employees having the right skills. They also need to 'buy in' to the shared values of the organisation and key to this is effective leadership – leaders who set a clear direction of what the organisation is trying to achieve that is realistic and achievable, determine what beliefs and behaviours the organisation values, live them and influence employees to live them too.

'Culture is simply a shared way of doing something with a passion'

In 2019, the Council introduced Leadership and Staff competencies and conducted briefings for all managers and staff on this new competency framework. This was followed by

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leadership training on the new performance management framework and briefings for all staff. For managers and supervisors these leadership competencies are

- Strategic Thinking (including commercial awareness)
- Managing and Developing Performance
- Decision Making

For staff the competencies are:

- Building relationships
- Business Development
- Customer Focus
- Organisation Awareness
- Planning and Organising

Managers are recruited and appraised based on these competencies

In 2019 the Council flattened its management structure removing Director roles and created enhanced Corporate Head roles who work together collaboratively in a Strategic Leadership Team (SLT). A strong cohort of able strategic and operational heads now exists to take the Council forward under the leadership of our Chief Executive and new Assistant Chief Executive. This organisational change has been accompanied by a Management Development programme with training streams targeted towards the development needs of each tier of managers covering supervisory management, middle management, and senior managers. This approach is designed to embed the desired leadership culture in managers within the Council.

What culture do we want the organisation to develop in future?

- Strategic vision based on an assessment of the needs of the community translated into practical operational plans and objectives which are realistic and achievable
- Focussed on a set of key agreed objectives which are costed and affordable
- Evidence-based decision-making
- Efficiency and cost effectiveness achieved by streamlined processes linked to maximising the use of Digital systems
- A culture that listens to its residents and puts the customer first
- Services which work effectively together to improve the customer experience
- A council that works collaboratively with other public services and partners to achieve shared objectives
- An engaged, motivated workforce
- Ambition and innovation tempered by realism
- Commitment to the green agenda

How do we achieve this?

'Shaping your culture is more than half done when you hire your team'

Successful organisations are shaped by the calibre, skills and motivation of the staff they employ. Therefore, effective recruitment, emotional engagement of leaders and staff within

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the organisation, its culture and objectives, and retaining talented staff has a major impact on the organisation's effectiveness. The Council's OD Strategy needs to facilitate the corporate plan of the organisation and have sufficient resourcing to achieve its objectives. Employees are motivated by the ability to achieve tangible results and to receive praise and recognition for these achievements.

'***If you want employees to feel appreciated you need to celebrate their achievements regularly and publicly'***

Making employees feel valued therefore needs to be an underlying feature of this strategy.

At a time when the employment market is booming and the cost of living is rising it might be assumed that pay policy is the main factor in retention but although this is important, recent research by the CIPD identified that although feeling pay was 'fair' mattered, four non-financial factors were also important to employees: -

- The purpose of the organisation and whether they feel inspired by it

- The type of work people do

- The type of career they have.

- How they are treated

The opportunities offered by employers for personal skills development are particularly important to employees of all ages. This was reflected in a survey conducted by HR in 2021.

Reward experts are clear that in terms of a pay strategy in response to increasing cost of living pressures and inflation, employers will generally have to maintain the value of employees' wages relative to the cost of living to enable employees to maintain a reasonable standard of living or suffer staff demoralisation and potential labour turnover. This will mean considering alternative approaches to the current practice of a fixed 2% pay award for everyone once a year. The Council may need to invest more resources in pay and reward as part of financial planning to meet the rate of inflation more closely. However, any inflation related pay rises need to be affordable.

It may require a more flexible approach, for example, analysing market pay rates for the overall workforce and looking at where within the workforce we should consider a higher percentage increase. Greater use of competency-based pay ladders would be more appropriate to reflect progression in terms of the development and application of professional competencies.

Secondly, looking at the overall employee experience and what is offered as a total package to ensure we are appealing as an employer. Setting out for employees an attractive and flexible total rewards package is important and facilitating the opportunity for employees to develop and have a better work/life balance.

Paying attention to overall employee well-being is now also seen as a key element of people strategy in organisations, while maintaining organisational effectiveness.

Research has found that reducing work is not necessarily the way to improving employee well-being, but other factors are considered equally as important:

- Feeling that work is meaningful

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- Having good workplace relationships

- And having enough resources and time to complete work

Therefore, looking at how jobs are organised and how employee productivity can be improved by working smarter rather than harder is significant as well as providing the type of flexible working arrangements, which employees expect as a longer-term consequence of the pandemic.

The Council is currently making a substantial investment in modernising its Digital systems across a range of services. This needs to be accompanied by reviewing and streamlining processes to ensure maximum efficiency is achieved and training staff thoroughly when new systems are brought in so they can be used to their full potential. Every effort will be made to provide customers with different options to access council services – web-based, by telephone through Customer Services and face to face (where this is most appropriate). Mystery shoppers and focussed customer surveys for front-facing services may be used, to check that customer service is of the highest standard. An investment will also be made in training staff in customer service skills.

We must never forget that the overall purpose of the organisation is to serve the community, meet their identified needs and ensure that in the behaviour of managers and staff the customer is first and at the heart of what we do. To this end, the Council will consider creating a Citizen's Panel to ensure the voice of the borough is heard.

To make sure that the culture of the organisation fulfils this key purpose, the structure of services will need to be kept under review and the types of skills employed updated to ensure the organisation metamorphosises to adapt to external and internal change drivers. The approach to change will be to analyse the changes needed, plan them, consult and implement change in an emotionally intelligent and practical way. This may increasingly involve more partnerships with other public sector organisations such as the NHS or more shared services with other councils to make the best use of scarce skills or reduce costs.

Therefore, to achieve the type of culture we require as an organisation, the OD Strategy needs to contain the following key themes:

- Leadership Development

- Effective performance management

- Workforce planning – identifying the skills we need currently and in the future

- Talent sourcing, developing skills and managing talent

- Employee motivation, recognition, and engagement

- Employee well-being

- Service Reviews

- Robust Decision Making & Governance

- Modern transparent council policies

- Digital Experience & Smarter systems

- Developing a successful approach to hybrid working

- A green organisation

Leadership Development

Effective leadership is essential to success in an organisation. Having recently recruited a new Assistant Chief Executive and now having a talented group of Corporate Heads, the Council needs to build imaginatively on this foundation.

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At senior level, SLT need to work collaboratively across services and avoid silo behaviours. To achieve this, Corporate Heads need to meet regularly outside the formal framework of SLT itself with away days, joint working on corporate projects, acting as a 'critical friend' providing support on familiar challenges that senior managers face within service areas. They need to provide an example of being corporate in their leadership style, provide clear direction to their service areas and set an example of commitment to the aims and desired culture of the organisation. As part of their regular one to ones and annual appraisal, specific personal development needs can be identified as part of a Personal Development Plan which may include short courses or mentoring/coaching where appropriate. HR should organise mentors or coaches for managers as needed.

Leadership is needed at all levels in the organisation. Therefore the Council has already invested in a Management Development Programme with targeted streams for senior, middle and first-line management to develop their skills which is due to complete in 2023.

Corporate Heads need to identify and encourage talent in their service areas and provide opportunities for these staff to present reports to SLT, committee or Member groups, and participate or lead on localised or corporate projects. Talented staff should have an Individual Development plan, structured training and can participate in the management development programme.
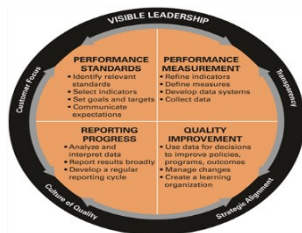

ACTIONS

1. **Corporate 'Away days' to be held at least three times a year to encourage innovative and strategic working**

2. **Corporate Heads to act as a 'Critical Friend' to colleagues meeting informally, building relationships, critiquing reports and working collaboratively on corporate projects**

3. **SLT form action learning sets to encourage their personal development**

4. **Personal Development plans should be used for all managers**

5. **Mentoring or coaching should be provided as needed**

6. **Corporate Heads should identify and develop talent in their service areas and provide opportunities for development through working on projects and presenting reports to Members and senior management**

Performance Management

Corporate Heads should develop their Business Plans based on the Corporate Plan, overseen by their Member Working Group, and on the objectives set out in their appraisals. Within the Business Planning process, Corporate Heads should set out realistic and achievable objectives for their service areas, evaluate the resources required to achieve them in terms of both financial and human resources, and recognise any skills development required within their service area which should be identified through a service training plan which is overseen by HR. HR would then analyse the training needs identified across the organisation and develop a three year Corporate Training plan which would then be commissioned. Through the Performance Management Framework, these objectives should be cascaded through employee's annual and six-monthly reviews and monitored through regular one to ones. Managers will use these reviews to discuss with employees their career

aspirations and skills development needs. Their agreed training needs would also be included within the Service Training plan and in a Personal Development Plan.

ACTIONS

1. **Based on the 'Golden Thread principle', Corporate Heads will prepare Service Training Plans based on the Corporate Plan and a limited number of realistic objectives identified by their Member Working Group**

2. **As part of the preparing the Service Business Plans, each Corporate Head will prepare a Service Training Plan identifying training needs for their service area which will be used by HR to prepare a 3-year Corporate Training Plan**

3. **All Employees will have a Personal Development Plan**

WORKFORCE PLANNING

Workforce planning is a process where changing organisational needs are reflected in the organisation's people strategy.

'The right people with the right skills, in the right roles, at the right time, at the right cost…'

Workforce planning needs to take place at two levels: -

➢ A broad corporate workforce plan

➢ Service workforce plans prepared as part of the planning process by senior managers in that service area

The basis of workforce planning is analysing what your current and future workforce needs are and planning for them rather than just reacting to short-term requirements. It is about analysing where the gaps are in the types of staff skills required and making practical plans to close those gaps. The creation of HR Business Partners in HR should help with this process. They will work with service heads to analyse the types of staff they need and advise on how those gaps can be closed either through talent sourcing using the most appropriate methodologies for sourcing the type of staff concerned or through developing those skills internally. A simple workforce plan for that service area can be developed and tangible practical plans made to fulfil those needs. These practical plans need to be updated and monitored.

Plans can include both 'growing your own talent' and sourcing talent from outside the organisation. In terms of 'growing your own talent', a Talent Management Strategy needs to be implemented which sets out the main measures required to do so. This will include senior managers using the performance management framework to identify talent and provide a suitable Personal Development Plan to develop the individual with appropriate training and opportunities for growth and ensuring those opportunities are provided.

In terms of sourcing external talent, these plans may include building relationships with local colleges/universities or schools and marketing the opportunities available in these occupational areas effectively. Consideration could be given to having internships or more

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trainee or apprenticeship positions for school or college/university leavers linked to competency-based career grades and a flexible benefits package.

ACTIONS

1. **HR create a corporate workforce plan**

2. **Service Heads and senior managers in service areas work with HR Business Partners to produce a practical service workforce plan to resolve skills gaps in their service areas**

3. **A Talent Management strategy is developed for the Council**

TALENT SOURCING

It is estimated that 95% of public sector organisations in the South-East have recruitment difficulties. For 2022, there is a booming jobs market and significant competition for staff particularly in areas of skills shortage. Local government has an image problem and therefore developing more effective marketing strategies to make us 'an employer of choice' is essential to prevent recruitment gaps providing operational issues and demoralising existing staff. For this reason, a new post of Recruitment and Retention Manager will provide additional capacity in HR. This post will research into reasons for leaving and provide imaginative approaches to marketing roles. He/she will work with line managers and HR Business Partners to ensure jobs are placed in the most appropriate locations to attract the widest range of suitable applicants (e.g., appropriate professional websites, social media, Linked -In, You Tube, college career bulletins, participating in relevant job fairs, etc).

Building relationships with colleges and universities and offering internships for the summer in areas relevant to the occupation concerned or one year sandwich placements for relevant courses may assist in raising our profile as an employer and making students aware of the opportunities available, as well as more effective marketing of the opportunities and benefits of working at the Council.

In the current jobs market, our pay levels need to be competitive, particularly in areas of skills shortage, and the benefits we offer sufficiently attractive. To this end, HR have implemented a market pay database to enable us to be more agile in this respect. Once recruited, managers need to pay attention to ensuring that employees are properly inducted and supported, given an employee 'buddy' to support them, and have their training needs identified and delivered. The development of more competency-based career grades should enable effective skills development and the opportunity to use these skills effectively and then reward their contribution in a timely way to retain capable staff. The costs of improved pay levels need to be factored into business plans and consider the savings made in improved retention.

Careers with a social value

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The results of CIPD research did indicate that working for an organisation that had real social value did appeal to potential recruits and feeling 'inspired' by what their organisation was trying to achieve.

Local authorities do provide a range of socially valuable careers but do need to really raise awareness of those careers with potential applicants in the jobs market. Once employed, it is equally important to have managers who motivate and inspire them.

Developing careers

Paying attention to developing the careers of employees can have a major impact on whether employees stay. In a smaller organisation this is particularly important where career pathways can be more limited. Sometimes this can mean involving talented staff in interesting projects, paying particular attention to their personal development, and putting them on professional or managerial development programmes.

Encouraging employees to fill out exit questionnaires and analysing these can help identify why staff are leaving and be used to resolve underlying issues. Focussing on a smaller number of objectives in service areas which are realistic and achievable within the resources employed really matters. Ambition tempered by realism. These non-financial factors are also important in staff retention.

Clearly problems in recruitment and retention remains a key issue for our organisation in the competitive jobs market of the southeast

In terms of the benefits package itself what more could be done?

- A sufficiently attractive and flexible benefits package involving alternative options for staff to choose from (e.g., additional holiday or Dental Insurance)

- Hybrid working which enables a blend of working within the office and at home combined with team building and effective communications

- Publicising the existing benefits (e.g., mortgage assistance and rent equalisations schemes, pension, training provision, salary sacrifice schemes etc)

- Exploring access to low-cost housing

- Improving annual leave

- Ensuring that pay is competitive in the marketplace

- Publicise training and development provision

- Illustrating what career pathways could look like by short videos on the recruitment webpage

- Travel passes linked to the green agenda

- Health screening

- Publicise the non-monetary benefits

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ACTIONS

1. **HR to work closely with line managers to ensure that job opportunities are marketed in the most effective way and in the most appropriate media**

2. **Relationships are developed with schools, colleges and universities to market career opportunities at the council and encourage internships**

3. **A package of flexible benefits is developed that is sufficiently attractive within the marketplace**

4. **Pay is kept under regular review to be competitive particularly within areas of skills shortages**

5. **The financial and non-financial benefits package is kept under regular review**

6. **Training and development opportunities are effectively marketed**

DEVELOPING SKILLS AND MANAGING TALENT

The CIPD defines talent as

'Individuals who can make a significant difference to organisational performance. This may be either through their immediate contribution or, in the longer term by reaching their highest levels of potential'

Talent management is:

**'*The systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of value to the organisation. This may be through their own potential of because they fulfil critical roles'*

It is essential that the Council develops and successfully implements a Talent Management Strategy and programme. A Talent Management Strategy has been developed and needs to be implemented. To be successful it requires commitment from the top (i.e. CLT and SLT) and the active co-operation of managers to engage with individuals regarding their personal and career development. Using Personal Development plans to set out the actions required to assist the employee in their career and ensure these are implemented in liaison with HR.

There are two types of talent management approaches:

➢ An inclusive one which focusses on developing skills across the workforce

➢ An exclusive one which focusses on the development of high-performance individuals.

RBC will deliver a blended approach. Through the employee performance management framework, all employees will have their development needs identified and where training is agreed, these will be formulated into a service training plan. HR will prepare a 3-year training plan based on prioritised training needs for the whole organisation. Some development activities can take place 'on the job' or through gaining different types of experience organised by the line manager. This can include structured work experience, on-line training, coaching/mentoring, job rotation or secondments.

For high performance individuals a talent management programme will be developed to provide opportunities to work on corporate or localised projects or move between different service areas to gain broader-based relevant experience, and to be sponsored for specialist professional or managerial development. Greater use will be made of a two-year indemnity contract to retain the staff who have been given these opportunities. Consideration will be given to a small graduate programme.

Maximum use will be made of the apprenticeship programme to recruit school or college leavers or sponsor existing staff with a view to targeting these apprenticeships to areas of identified skills gaps.

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ACTIONS

1. **Implement the Talent Management Strategy and programme**
2. **Provide the opportunity for talented employees to work on localised or corporate projects to build their skills and experience**
3. **Implement a small graduate programme in collaboration with LGA**
4. **Maximise the use of the apprenticeship programme to attract school and college leavers focussing these on areas of skills shortage**

EMPLOYEE MOTIVATION, RECOGNITION & ENGAGEMENT

'Being a great place to work is the difference between being a good organisation and a great one'

But how?

'There is no magic formula for a great company culture. The key is to treat your staff how you would like to be treated'

Richard Branson

This may seem obvious but sometimes conflicting priorities, organisational pressures, rising workloads, lack of resources and change can lead to staff feeling demotivated.

It is important that staff feel cared about and valued. Often managers assume increasing pay is the main way to retain staff but how the employee feels about how they are treated and the organisation itself can make all the difference. The quality of line management matters. There are several types of management styles which are effective but emotional intelligence remains one of the key management skills required in a modern organisation, which is why an emotional intelligence course forms part of the management development programme. Regular one to ones, positive and constructive feedback, coaching and guidance where required and remembering to give praise where warranted. A positive, supportive culture in the team, good relationships with work colleagues, open and transparent selection processes for promotion, the opportunity for personal development and good two-way communications are all essential elements within a successful team. Where teams or individuals have conflicts, attempts need to be made to resolve these through individual or team mediation.

Within the wider organisation itself good communications cascading from the management team to managers and staff needs to be regular and effective. The opportunity for staff to provide feedback also matters (e.g., to contribute to decision making on some topics through focus groups and workshops can help staff to feel that the organisation is a joint enterprise.)

The Council already has an employee of the month scheme, but this could be expanded to have a Team of the Month scheme or potentially an annual Staff Oscars ceremony. Rewards could include additional leave or tickets to the Light cinema for example. The success of individual employees should be given public recognition within the organisation on a regular basis through the staff newsletter. Attention should be paid to ensure that there is a balance in terms of all staff, in all kinds of roles, at all levels in these recognition schemes.

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ACTIONS

1. **All managers attend the emotional intelligence training day within the Management Development programme**

2. **Mediation is used where individual or conflicts within a team arise**

3. **Consideration should be given to introducing a Team of the month award scheme and an annual 'staff Oscars' ceremony**

4. **An internal communications strategy is developed to ensure the most effective two-way communications within the organisation**

5. **Staff focus groups or workshops could be used selectively to inform decision-making where appropriate**

6. **Staff suggestion scheme be reviewed and relaunched to support innovation**

EMPLOYEE WELLBEING

As a consequence of the pandemic, employee well-being has gained prominence in HR strategy. The Council should develop a Well-being Plan in liaison with its Occupational Health provider. This will cover both mental and physical health. This may include

➢ Health promotion initiatives such as Look after your Heart, Managing Stress, Well-woman, Well-man lunchtime sessions, Healthy Eating, reducing smoking or drinking etc

➢ Combining this with facilitating yoga, healthy exercise or relaxation sessions

➢ Encouraging walking

➢ Conducting stress audits in areas where this is a particular issue

➢ Mental Health First Aid

➢ Hybrid working and well-being

In addition, HR should review its stress management guidelines and facilitate training for managers in this area and provide briefings for staff in liaison with UNISON. Consideration will also be given to training mental health first-aiders.

Health and Safety training is being organised for SLT combined with the introduction of an officer board to set up a Health and Safety workplan on an annual basis to ensure that staff health and safety is given the prominence it requires.

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ACTIONS

1. **A corporate plan on Staff Well-being developed in liaison with the Council's Occupational Health provider**

2. **A series of initiatives on staff well-being will be organised in liaison with our OH provider**

3. **An annual H&S plan will be prepared to ensure staff Health and Safety is given adequate prominence**

## Process Theme

Service Reviews

Runnymede Borough Council are committed to providing better quality and better value services. Service reviews have been a corner stone of the Council's transformation over the last 24 months, underpinning the success of several service improvements and restructures.

Reviewing services regularly allows us to achieve savings; redesign the mix and range of services delivered; streamline management processes; develop and improve; generate additional income and assure effective customer service. It also gives the Council the opportunity to collaborate with partners and neighbouring authorities where shared service opportunities can be explored and implemented.

Service reviews will be led by the relevant service area across the Council working closely with Digital Services who will act as a 'critical friend' to identify innovative ways that our current and future technology can improve service delivery and create efficiencies.

A service review toolkit will be updated and embedded across the organisation to underpin the delivery of service reviews. This toolkit will provide a methodology and supporting documents to empower services to drive change from within their service areas. In doing so this ensures a consistent and co-ordinated approach to undertaking reviews and delivering better outcomes for our customers.

Employees will be encouraged to put forward their ideas for process improvements through staff suggestion schemes and be considered by a panel of senior managers across the organisation.
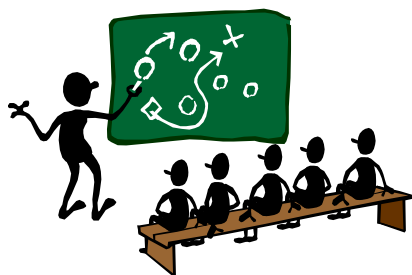
ACTIONS

1. **Service Review programme to be formulated with re-engineering at the heart of the process. Managers will lead the workshops within and between service areas to ensure maximum efficiency**

2. **Update and implement a corporate service review and improvement toolkit supported by evidence-based research.**

3. **To review the approach taken to procure goods, works and services across the Council to ensure compliance with the Public Contract Regulations and to**

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achieve demonstrable value for money whilst ensuring efficient and effective processes and procedures

4. **Explore shared services with neighbouring authorities when opportunities arise following system or resource reviews**

5. **Develop service champions within service areas to participate and lead on service improvement**

6. **Train service champions in process improvement, facilitating workshops, creating process maps and documenting processes using tools such as Microsoft Visio.**

7. **Conduct a baseline assessment of reviews to be undertaken and prioritisation of service areas.**

8. **Ensure Digital staff responsible for system improvement are offered appropriate training such as ITIL 4, Prince 2, Agile and other suitable qualifications**

Internal Decision Making and Governance

Locally elected members are responsible for the strategic direction of the Council and officers are expected to provide professional advice to support members in their strategic decisions. As well as a committee system, Runnymede have implemented Member Working Groups to support projects arising from the Corporate Plan providing transparency and governance across the Council. It is therefore appropriate that newly elected members are provided with appropriate training in addition to a thorough induction to understand their responsibilities and civic duties. In a modern environment, it is important for members to be able to access Council business in an efficient and flexible manner. To this end, the Council will supply modern technology to facilitate this throughout the term of each administration. Member devices should be periodically refreshed to keep up to date with emerging technology and working groups reviewed to ensure successful delivery of the Council's strategic objectives.

The Council has made substantial capital investment in renewing outdated digital systems and needs to maximise the potential benefits from this investment.

As new systems and processes come on board, it is important to ensure that there is proper governance, with relevant internal boards overseeing software procurement, data storage, security, and contract management. In addition, we need to ensure our policies are updated to reflect changes in legislation, technology, and support staff and members through a more flexible and modern way of working.

It is critical that the Council maximises the use of technology and that staff are trained on how to use new systems, attend software user groups to keep up to date with software developments and network with colleagues to get the best out of systems supplied. System administrators and service champions should work closely with Digital Services who can support service areas with technical advice to develop business cases for additional and improved software to ensure Runnymede maintains modern effective systems to deliver essential services.

Detailed specifications, robust procurement and strong contract management will ensure transparency and governance. Contracts should include staff training and system development as standard.

For example, the implementation of an integrated HR/Payroll system will be overseen by HR Member Working party with a requirement for managerial and employee self-service modules to be incorporated mid-2023. This will enable administrative efficiencies to take place across the Council due to sophisticated workflow systems within it. This will enable

staff to book leave and training courses, claim overtime and other expenses, apply for jobs internally, report sickness absence etc. Managers will be able to view in real-time analytics for their teams and provide management information to members as required. This will save time and increase transparency across the organisation. Training for managers and employees on how to use these facilities will be needed to maximise the potential benefits.

ACTIONS

- **Digital Services to work with Service Managers to identify where additional training is required in specific Digital systems**

- **Digital Services to provide IT training to newly elected members**

- **System administrators and service champions attend software user groups and account management meetings to ensure systems are continually improved and staff maximise usage**

- **Staff training and system development to be included as part of all new system contracts to protect investment and ensure all modern technology is fully realised**

- **Member device refresh to be reviewed every four years to enable members to conduct their civic duties in a modern and efficient way**

- **Corporate review of policies**
  - Pay Policy
  - Maternity/Paternity Policy
  - Agile/Hybrid working policy
  - Flexible working policy
  - Disciplinary policy
  - Absence policy
  - Health & Safety policy
  - Corporate Debt policy
  - IT security policy
  - Mobile Device policy
  - Mobile phone policy
  - Members IT protocol
  - Fraud and Corruption policy

- **Corporate review of internal decision making:**
  - Review of all internal officer decision-making boards
  - Review constitution – create better alignment with the Corporate Plan
  - Review membership to boards and terms of reference
  - Review relationship of internal decision-making boards with Service Chairs, Member Working Group and Committees.

Technology Theme

Digital Experience

Digital experience is about improving technology to support staff in delivering efficient effective services for our customers, visitors and partners. We want:

- to understand customer needs
- for customers to have a positive experience
- to have the right culture, information, and skills in the organisation
- the right approach to maximising all the opportunities digital technology provides

Runnymede Borough Council invested in a new digital platform which included:

- new website
- customer relationship management system
- One Account resident portal

Following the successful launch of the new website we have accelerated progress building on these foundations. With continual improvement of online services and maximising opportunities to build and develop new online opportunities:

- first in the Silktide Council index for meeting accessibility requirements since November 2021
- 140 new online services built and operational allowing customers to interact with the council 24/7
- Over 8500 garden waste sign ups online
- improved resident One Account offering providing a single digital platform to transact, report and track issues
- Improvements to online payments

ACTIONS

As we move into the next phase of our ambitious strategy, we will introduce a more consistent and high-quality approach across our digital platforms and services:

1. **Most council services will have an online presence with at least 70% of customers self-serving**
2. **Information presented in a way that is easy to use regardless of device or system, and in plain English so it is easy and quick to understand**

3. **An evidence-based review of our top 50 online services to ensure continuous improvement and development of high demand council services**
4. **Future service delivery will be efficient and affordable considering end-to-end delivery rather than from the first point of contact**
5. **Develop an annual rolling review and improvement programme for online content based on data insight**
6. **Build on our WCAG 2.1 accessibility success by working on our PDF/document improvement plan to remove all documents with accessibility issues by the end of 2023**
7. **Explore web chat options to help customers access information and services**
8. **Build on the single view of our customers by integrating our customer relationship management system with our telephony system.**
9. **Implement our online parking portal to digitise the parking service and increase our online offer within One Account**

Smarter systems

The Councils Digital Transformation Programme has successfully delivered a rolling review and re-procurement of long-standing IT systems across the Council. The work of the programme will continue through the term of our Corporate Business Plan and within this OD Strategy.

This strategy will be underpinned by the procurement of our core corporate IT systems including HR and Payroll, Financial Management and Environmental Health, all of which are integral to managing the Council's biggest assets our people and our money.

Investment in an integrated HR and Payroll system to enable manager and employee self-service and other efficiencies within the HR and Payroll service areas. The procurement of a new Financial Management system will modernise and transform the Council's finance processes and the new Environmental Health system will enable the team to work smarter with the public, businesses, and partners, keeping data secure and eliminating manual processes.

ACTIONS

1. **Continue to evaluate our existing technology, replacing it with new, up to date solutions where it no longer meets our requirements.**
2. **We will equally work with service areas and providers to maximise the use of existing technology to ensure we get the most out of investment.**
3. **Provide corporate training on cyber security and how to protect the information staff handle**
4. **Procure and implement a new HR and Payroll solution to underpin the transformation of the HR and Payroll services**

5. **Procure and implement a new Financial Management system to provide the tools to transform our finance service area.**
6. **Procure and implement a new Environmental Services system to underpin system and service improvement for our Environmental Health, Regulatory Services and Trading Standards services across the Council.**
7. **Develop networking groups across Service areas to maximise collaborative working**

DEVELOPING A SUCCESSFUL APPROACH TO HYBRID WORKING

The Council will introduce its formal Hybrid Working Policy on 1st November 2022. Surveys have been conducted of the experience of managers' and employees to hybrid working and the Council needs to remain on a constant learning curve to maximise the benefits while resolving any issues encountered.

Many employees value the additional flexibility which hybrid working provides and most prefer to spend part of the week in the office and part at home. The main concerns are:

- Lapses in communication between individuals and sometimes service areas

- The need to provide adequate training and support for new starters and properly induct them into the team

- Some loss of team cohesion

- Customer service and liaison in some teams

- Performance management in some situations

- Communications between some managers and staff

- Employee well-being

Training and management guidance will be provided for managers in how to manage staff working remotely as part of the roll out of hybrid working. However further training will need to be developed to ensure this model works most effectively.

In addition, periodic surveys of managers and staff need to be conducted by HR to monitor how this is progressing. This would be used to develop action plans to improve how this model is working.

There is some desire amongst some managers and staff to have a more flexible model than the 3-days in the office and 2 days at home model. However, a cautious approach is being adopted, to review and evaluate how hybrid working turns out in practice, refine the existing approach and learn the lessons from what works and what needs reviewed before creating a more flexible model.

Research from the CIPD illustrates that teamwork training enhances the performance of virtual teams as does

- encouraging the use of videoconferencing over audio or written communications

- synchronising work schedules of team members to maximise the overlapping of working hours

- sharing information about contexts, policies and actions

- investing in team building sessions to improve social relations and clarify roles within a virtual team

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Runnymede Borough Council

Organisational Development Strategy

- Sharing feedback about expectations from each other

- Trying to avoid negative feedback

- Ensuring the role of co-ordinator is clear to everyone

- Providing appropriate tools to help co-ordination and project management

There is an aspiration that part of the Civic Building will be leased out to a public sector partner. This will require some internal modelling of how the building is laid out and the introduction of hotdesking.

ACTIONS

1. **To monitor and evaluate the success of agile working and design further training and guidance for managers**

2. **To design sessions on developing effective virtual teams**

3. **To develop a hot desking policy**

4. **To refine the Hybrid Working approach based on surveys and practical experience of implementation**

5. **Rollout of hardware refresh replacing legacy IT hardware with new laptops, docking stations and monitors to standardise workstations across the Council.**

6. **Implement video conferencing equipment within meeting rooms across the Civic Centre to enable hybrid working across the Council**

A GREEN ORGANISATION

The Climate Change Strategy sets out how the Council will address the Climate Change challenge in the Borough. However, managers and staff can contribute to the green agenda in several ways: -

- Managers who co-ordinate the journeys of Council vehicles can minimise mileage and fuel emissions through logistical planning of routes and co-ordination of journeys

- A Green Travel plan can be developed to reduce emissions through

  ➢ Negotiating annual season tickets for rail and bus travel for staff

  ➢ Research the use of hybrid pool vehicles for work use

  ➢ Move to electric cars and bikes in some service areas such as Parking enforcement

  ➢ Remove the Essential user lump sum which rewards staff for higher car usage

  ➢ Reducing commuting via Hybrid working

  ➢ Introduce a salary sacrifice scheme to encourage staff to use more environmentally sustainable transport

- Encouraging staff to produce ideas to reduce waste through recycling and other waste reduction practices within the Civic Offices

Whilst the Council has a separate Climate Change strategy, HR will lead on staff related benefits particularly around Green Travel for employees.

CONCLUSION

This OD strategy sets out an ambitious programme of work for the next 4 years and will form the basis of an action plan to develop the organisation to become 'an employer of choice'

This Strategy underpins the Council's Corporate Plan and all other service strategies. It is the foundation upon which all our services are delivered – it is key. This strategy, with its initiatives and delivery roadmap, are the foundation blocks that will provide Runnymede with the assurance that we will continue to deliver high quality services to our stakeholders.
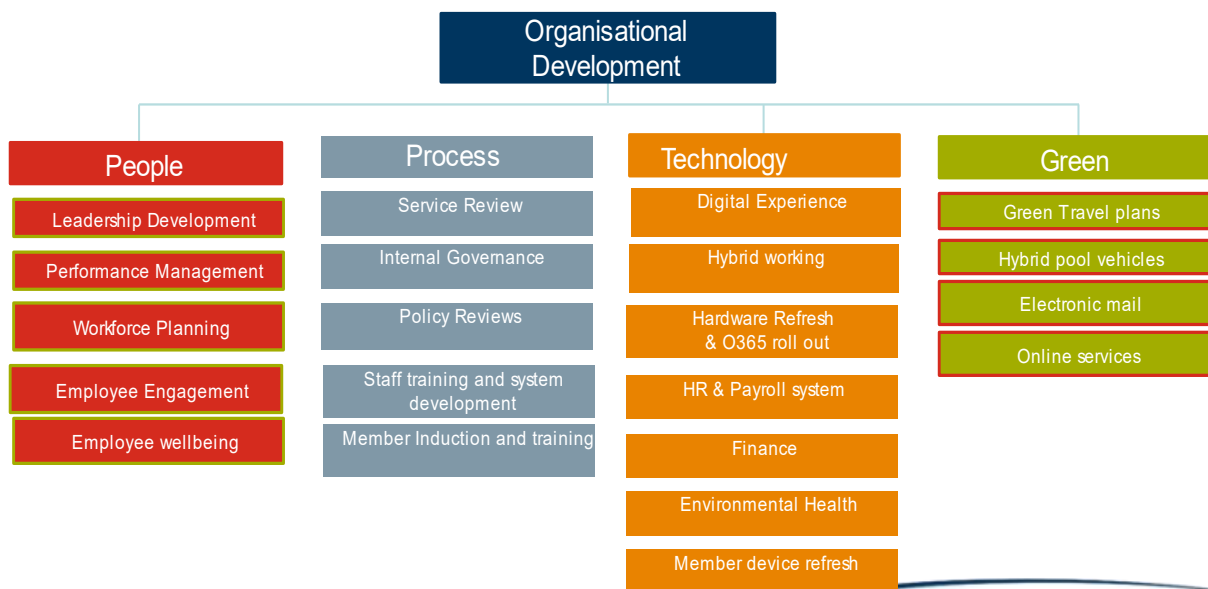
We must ensure that the plans we put in place are fit for purpose, robust and resilient with talented, fully trained, experienced staff to support it and drive development forward. With sound investment and keeping abreast of the latest technology and solutions, we can ensure that Runnymede is in the best possible position to deliver the right services to residents until 2026 and beyond.

'*Have a clear direction on what you are trying to do and bring in great people to execute it and then you can do pretty well'*

Organisational Development Strategy

Action Plan

Organisational Development Strategy

Organisational Development

People	Process	Technology	Green
Leadership Development	Service Review	Digital Experience	Green Travel plans
Performance Management	Internal Governance	Hybrid working	Hybrid pool vehicles
Workforce Planning	Policy Reviews	Hardware Refresh & O365 roll out	Electronic mail
Employee Engagement	Staff training and system development	HR & Payroll system	Online services
Employee wellbeing	Member Induction and training	Finance	
		Environmental Health	
		Member device refresh	

Runnymede
BOROUGH COUNCIL

Appendix 1 sets out the individual strands to be delivered under this four year plan.

Organisational Development Strategy

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