

‘Stronger in Partnership’



Our Organisational Development Strategy 2016

Content

1. The Vision
2. Achieving the Vision and Organisational Development
3. Strategy Objectives
4. Methodology
5. Theme Overview and Objectives
 - 5.1 Culture
 - 5.2 People
 - 5.3 Way of Working
 - 5.4 Values
 - 5.5 Vision, Strategies and Leadership
 - 5.6 Customer Experience
6. People Focused Change Management

Appendices:

- A. Summary of objectives for transformation themes

1. The Vision

Chiltern and South Bucks District Councils began working in a partnership arrangement in 2011. The leadership of both organisations have an agreed vision:

“To create, over the next few years, a single team of staff with a common culture of working in more flexible ways to deliver services that better meet our customer needs and provide high quality services – and whilst both Councils remain as individual Councils and retain their proud individual identities - together we are stronger”

The ‘Stronger in Partnership initiative has already delivered phases 1 and 2 of a 3 phase programme, with collaboration and structural change delivering a shared management and shared services environment.

Phase 3 of the programme defines a more radical business and cultural transformation.

2. Achieving the Vision and Organisational Development

Organisational Development (OD) is the holistic looking, planned, systematic approach to improving an organisation’s effectiveness; one that aligns strategy, people and processes for the achievement of an organisation’s goals and objectives. It is people centric and its role is to ‘join the dots’ on all the change and development programmes whilst ensuring effective, people focused, change management is deployed.

It seeks to build the foundations for development and change, based upon the organisation’s key cultural attributes that reflects its values that are required for success. Effective OD interventions are:

- Integrated – linked into and aligned with every development activity
- Structured – appropriate interventions in the right place, at the right time
- Participative – engaging everyone in the vision and the change required
- People Focused – the bringing together of a focus on outcomes for customers and employees

An organisation’s culture is the core enabler for any development and provides resilience and an adaptability to change. Culture permeates and drives everything an organisation does. It is impacted upon by the behaviours of individuals, processes that are in operation and the policies that provide governance; all of which have the potential to influence individual behaviours that are counter to what is desired.

OD must consider the implications of every action and ensure that they are a ‘cultural fit’ and support the achievement of the vision.

Classification: OFFICIAL-SENSITIVE

This OD strategy is directly aligned to the Chiltern and South Bucks 'Stronger in Partnership' initiative and brings the outputs together of all the activities that have taken place so far during phases 1 and 2 in order to support the delivery of phase 3.

It has been informed by the Councils' strategic business plans, committee reports, peer reviews and the variety of status/highlight reports on existing change programmes and projects. A consolidation exercise has taken place following analysis of the outputs of leadership, management and staff workshops.

3. Strategy Objectives

This OD strategy will support both the achievement of the partnership's vision and the delivery of Phase 3 of the 'Stronger in Partnership' programme by delivering the following objectives:

1. Create a single culture focused on the key cultural attributes for the success of the partnership which reflects the values
2. Put the necessary sustainable building blocks in place to achieve having a customer focused, agile workforce that deliver quality services and efficiencies through their way of working and the processes they deploy
3. Enable managers to manage in an agile, values driven workplace environment
4. Define and develop the necessary skills and competencies required by the workforce for its future way of working
5. Deploy a 'people centred' approach to transformational change management
6. Support the partnership with its ambitions to improve efficiency, quality and resilience

4. Methodology

The OD strategy and its delivery will be focused on, and planned around, 6 key enablers (or themes) of organisational transformation:

- Culture
- People
- Way of Working
- Values
- Vision, Strategies and Leadership
- Customer Experience

These themes will provide the framework for all OD activities in Phase 3 and will be used as part of the reporting mechanism for programme management purposes. This strategy outlines the background and context for each theme.

Stronger in Partnership OD Strategy 2016

V8 JAB post 02.08.16 Joint Committee 03.08.16

Page **4** of **12**

Classification: OFFICIAL-SENSITIVE

Each theme has objectives associated with it and actions will be developed in order to deliver them. As part of the wider planning, key stakeholders will work together to develop, where appropriate to do so, performance criteria and measures for the leadership (members and senior officers) to monitor and manage OD strategy delivery.

5. Theme overview and objectives

5.1 Culture

Many find the subject of culture difficult to understand due to its complexity, and what people do not understand they cannot manage. If they cannot manage something there is a risk that organisations and/or their strategies can fall victim to it. For the purpose of this OD strategy, culture is simply defined as *'the way we do things around here'* and recognises that culture is a cumulative 'force' based on the perception of individuals on how they believe 'things are done around here'. The partnership's culture should reflect the Councils' values and the expectations of service delivery of its customers.

This OD strategy seeks to ensure that there is an understanding across the whole workforce of 'the way we want to do things around here' and engages everyone to achieve it in simple and practical terms. The work conducted with management and staff on the values and behaviours of the partnership, discussed what individuals thought was culturally necessary for the partnership to achieve the vision – the key elements of the core values required for success. These are known as Key Cultural Attributes (KCAs)

KCAs provide the focus on the key elements of the core values and the desired culture of the partnership. KCAs have to be given meaning and context and they must be brought to life for all leaders, managers and staff. As the 'must have' components of the culture they need to be monitored and managed.

A KCA is something that has to be perceived by all involved with or interacting with the organisation, to positively exist – and therefore recognise it as the existing culture.

Analysis of the outputs of the workshops identified that employees believed there were 4 KCAs required for partnership success and customer focus is at the core of all 4. (The KCA's that have been informed by the serious of "values" workshops are scheduled to be presented by Middle Managers to Management Team for approval next month) and are set out below: (in no particular order):

- Collaborative
- Committed
- Challenging

- Courteous

Theme Objectives

1. Engage the workforce in bringing the 4 KCAs (and therefore the core values) to life so that other projects and interventions have a solid foundation on which to proceed and can support and enhance achievement of 'the way we do things in Chiltern and South Bucks'
2. Put a framework in place to continually assess and measure the partnerships culture, in order to manage it and identify ways to continually improve and develop it

5.2 People

This theme is focused on the employee relations, engagement and development activities required to deliver the vision.

Ensuring that the 4 KCAs are supported, HR policies and practices will be aligned to aid the achievement of the culture required and provide the workforce with the necessary skills and competencies to support service delivery within an agile working environment.

The 'People' theme will have a number of workstreams:

- Training and Development strategy to support agile working
- Skills and competencies of Leaders and Managers
- Member Development
- Employee Engagement
- Performance Management
- Workforce Planning

Theme Objective

1. To develop an employee engagement approach that supports transformational change. This will include a 'brand and language' of change to help employees understand why certain things are happening and how they are part of the wider change initiative

5.3 Way of Working

The partnership has an ambition of having a more agile workplace environment with an agile workforce to achieve efficiency, service quality and resilience. This theme addresses the way people work in order to deliver those outcomes, whilst continually looking to improve service delivery.

Agile (mobile/remote) working is a significant change in the way people work and can achieve huge benefits for both the partnership and individuals if deployed effectively. However, there is a need for clarity and consistency of language in any change plan where new ways of working is involved.

For the purpose of this OD strategy, an 'agile organisation' is defined as:

A work area that views work as an activity not a place, focuses on performance not presenteeism, relies on trust based relationships not hierarchies, embraces innovation rather than bureaucracy, and values people more than property"

Agile Working is defined as:

'Bringing people, processes, connectivity, technology, time and place together to find the most appropriate and effective way of working to carry out a particular task. It is working within the guidelines and requirements of the task, but without boundaries of how it is achieved'

This theme will 'join the dots' on all the activities related to the Flexible and Mobile working programme - linking the softer, people elements with the transition to the harder elements of technology, places to work and performance management of an agile workplace. New ways of working is a major cultural shift and it is vital that the way of working positively contributes to the aspirational culture and is underpinned by the 4 KCAs.

Theme Objectives

1. Prepare staff for the move to working differently by engaging them in the subject of new ways of working. Exploring the potentially positive outcomes of working differently whilst recognising the potential impacts on the KCAs and how they might be mitigated.
2. Prepare managers for the difference in management requirements and style to deliver an effective agile working environment

5.4 Values

Values do not drive the partnership, but they should influence collective and individual decision making and behaviours. Alongside customer service standards, core values provide customers with a way of assessing their interaction with the partnership and therefore determining the reputation of both organisations.

The current values were agreed in 2015, and are detailed in the joint business plan. They describe the principles, standards and beliefs held by both Councils. Associated with each of the 5 principles are behaviours that are expected of all involved with the two

organisations. Values are not an organisation's culture alone but they underpin it and should have a significant influence on it.

The 'Living Our Values' workshops were the catalyst for the development of a behavioural competency framework, which forms a key part of a performance management framework.

Theme Objectives

1. To strengthen and support the competency framework through interventions to embed the behaviours associated with the 4 KCAs.
2. Ensure the employee engagement strategy and 'brand and language' of change are aligned to, and re-enforce, the principles and standards expressed within the values statements.

5.5 Vision, Strategies and Leadership

As public sector organisations, within a continual climate of change, it is important in any OD strategy to recognise that there are potentially many internal and external factors and pressures that might impact on, or require change to the partnerships' original vision and strategies. Whilst any change in direction may be minimal, key to successful transformational change and development is to build in 'future proofing' and resilience where it can be done – and to ensure an adaptability exists within the workforce to deal with continual change.

Leadership (and management) have a key role to play in recognising when change might be needed, planning for it and delivering it. How they do this will almost certainly impact on the culture of the partnership. In a partnership structure, how individual Council leaders and managers deal with and approach this is even more critical, as collaborative leadership and management requires behaviours, instincts and approaches to decision making considerably different from the normal, single organisation environment.

Theme Objectives

1. To support and embed the concept of a culture of collaborative leadership between both Councils
2. Ensure any changes to the vision or strategies over the period of this OD strategy are pro-actively addressed and the change managed effectively.

5.6 Customer Experience

“Customers rarely remember what you actually did for them – but they do remember how you made them feel”

The customer experience is the responsibility of all staff within the partnership and not just those at the frontline of service delivery. Research has proved that many of the problems associated with a non-positive experience for customers was predominantly because of something that happened (or did not happen) within the ‘back office’.

To deliver a first class customer experience and quality services, it is important that everybody is made aware of how their roles can impact on it. This is critical as the organisation moves to a more agile way of working – where support to frontline personnel, how the frontline reports back and the ‘distance’ between back office and the frontline is ‘extended’.

Theme Objectives

1. Raise awareness of the impact individual roles have on the customer experience
2. Develop a workplace culture that puts the customer at the centre of its thinking (linked to the KCA in the culture theme)
3. Ensure activities within the customer service strategy and the mobile working programme come together to enhance the customer experience of dealing with the partnership

6 People Focused Change Management

Transformation programmes of this nature, require the workforce to be totally engaged in the process of change. Deployment of the traditional project management approaches to change (where the change has a direct impact on people), is sometimes focused more on the delivery of project outcomes, than on the ‘journey of change’ that individuals will go through and the different issues and anxieties they might encounter.

The approach to organisational change within this strategy is based upon the following 5 stage model that has been developed to support the *“journey for an individual’s change”*:

Stage 1: Diagnosis and Set Up: Understanding the change and its impact on those directly or indirectly affected and what will be required to manage that impact.

Stage 2: Awareness to Understanding: Engaging with those affected by the change to take them from a point of awareness that change is coming, to a position of understanding how it will affect them and where support is available.

Stage 3: Understanding to Acceptance: Supporting people to reach the point that they are comfortable with what is happening and are positively accepting it through honest and open engagement.

Stage 4: Acceptance to Embedding: This step focuses on any training and development required, policies and procedures to support individuals etc.

Stage 5: Aftercare and Review: Ensuring that there is the appropriate support, feedback channels and engagement for a period of time after the change until activities and the way people work becomes business as usual.

It is the intention to deploy the 5 stage approach for change activities when it is appropriate to do so.

Appendix A: Summary of objectives for transformation themes

Theme	Objectives
<p>Culture</p>	<p>1. Engage the workforce in bringing the 4 KCAs (and therefore the core values) to life so that other projects and interventions have a solid foundation on which to proceed and can support and enhance achievement of ‘the way we do things in Chiltern and South Bucks’</p> <p>2. Put a framework in place to continually assess and measure the partnerships culture, in order to manage it and identify ways to continually improve and develop it</p>
<p>People</p>	<p>1. Develop an employee engagement approach that supports transformational change. This will include a ‘brand and language’ of change to help employees understand why certain things are happening and how they are part of the wider change initiative</p>
<p>Way of Working</p>	<p>1. Prepare staff for the move to working differently by engaging them in the subject of new ways of working. Exploring the potentially positive outcomes of working differently whilst recognising the potential impacts on the KCAs and how they might be mitigated.</p> <p>2. Prepare managers for the difference in management requirements and style to deliver an effective agile working workplace</p>

Theme	Objectives
<p>Values</p>	<ol style="list-style-type: none"> 1. Strengthen and support the competency framework through interventions to embed the behaviours associated with the 4 KCAs. 2. Ensure the employee engagement strategy and ‘brand and language’ of change are aligned to, and re-enforce the principles and standards expressed within the values statements.
<p>Vision, strategies & leadership</p>	<ol style="list-style-type: none"> 1. Support and embed the concept of a culture of collaborative leadership between both Councils 2. Ensure any changes to the vision or strategies over the period of this OD strategy are pro-actively addressed and the change is managed effectively.
<p>Customer Experience</p>	<ol style="list-style-type: none"> 1. Raise awareness of the impact individual roles have on the customer experience 2. Develop a workplace culture that puts the customer at the centre of its thinking (linked to the KCA in the culture theme) 3. Ensure activities within the customer service strategy and the mobile working programme come together to enhance the customer experience of dealing with the partnership