

## 2019 Corporate Peer Challenge Action Plan in response to Feedback Report – Update for 2024

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*LGA Corporate Peer Challenge on site visit 9-11 October 2019*

## Action Plan

Recommendation	2019 Action/comment	2024 response
<b>Key Recommendations</b>		
K1: Establish a clear corporate narrative that will take you through the next 10+ years.	We will also add a longer term narrative to our next four-year Corporate Business Plan.	Due to the pandemic, the review and update of the Corporate Business Plan (CBP) was delayed and came forward for approval and adoption by Full Council in October 2022. The CBP covers the period 2022-2026 and will be reviewed at mid-point during 2024. The aim of the plan is to describe and define plans over the medium-term, in conjunction with the medium-term financial strategy. For instance, the climate change corporate strategy is for delivery over a longer period to account for the commitment for council services to be net zero by 2030.
K2: Enhance strategic capacity and place leadership.	Fit for the Future is an evolving model. Additional capacity is planned for 2020/21.	As part of business planning for 23/24 a growth request was put forward in Autumn 2022 to recruit to a new senior post of Asst Chief Executive (Place) to enhance strategic capacity and place leadership. This growth was approved in the 23/24 budget and the role was recruited to in July 2023. This post provides strategic and corporate oversight of the delivery of Housing, Environmental Services, Community Services and Planning, Economy and Built Environment. Recruitment to this role increased capacity in the Corporate Leadership Team from 3 FTE to 4 FTE.
K3: Take a broader perspective of your place shaping role to encompass physical assets; economic development; health and wellbeing; and skills.	We are confident that in drafting our next Corporate Business Plan and Economic Development Strategy there will be a better equilibrium with our ambitions between people and place.	The Corporate Business Plan 2022-2026 was developed with 5 corporate strategies that underpin the plan. This included Economic Development, Health & Wellbeing, Empowering Communities and Climate Change all of which contribute to place-shaping and health and wellbeing of our residents and visitors.
K4: Establish a better equilibrium for your ambition for people and place.		
K5: Be clear about articulating your vision, the risks associated with it, and how you are managing them.	We will continue to have a clear vision and review our risks through the Corporate Risk Register, service risk management, and our Section 25 reports.	Whilst overall responsibility for risk management lies with the Assistant Chief Executive (ACE S151), in July 2023, following the move of the management of procurement out of the Project Management Office (PMO), a systematic review of risk management was delivered by the PMO. The outcomes of the review were the formalisation of risk management in the Risk Management Framework, setting of risk appetite statements for risk categories and

		<p>the development of risk reporting as part of the corporate performance suite of reports. The latter is now possible as a result of the development and implementation of a single database to record all risks identified across the organisation including corporate, service, project and contract risks.</p> <p>In line with the Annual Governance Statement action plan for 23/24, risk management across the organisation has been reviewed and an updated risk management framework adopted by Full Council to formalise the approach to identifying and mitigating risk. Regular risk reporting has been reinstated to S&amp;A Committee for oversight. The risk management framework is aligned to risk categories as identified in the Government's Orange Book. An overarching risk appetite statement has been approved and risk appetite is set as either cautious or open for specific risk categories for 24/25. Risk appetite statements will be reviewed annually as part of the MTFs. Improved risk management including risk reporting to Standards and Audit Committee at 6-monthly intervals.</p>
K6: Make commercialism part of the day job	A Commercialism in the Public Sector training course has already been included in the new two year Learning and Development Programme.	<p>Commercial Awareness in the Public Sector training course delivered in Dec 2020 for all Senior Managers.</p> <p>Commercialism is not just income generation, but looking at how we can do things differently and more efficiently and effectively. Innovation and income generation opportunities is encouraged as part of the savings and efficiency programme. Reviewing processes and procedures to ensure they are effective and efficient is a key deliverable from the service review programme and digital transformation programme.</p> <p>Assessment of organisational culture is a workstream within the N-S BVN response programme and is anticipated to lead to an action plan for delivery in 2025 and 2026. This will include challenging the status quo and embracing change to deliver transformation.</p>
<b>Understanding of local context and priority setting</b>		
A1: Within your refreshed, longer term narrative, make it clear what the role and responsibility of the council	Our different roles (service provider, facilitator, commissioner, influencer, and strategist) are recognised in the current CBP and will be articulated further in the next CBP.	The 2022 – 2026 Corporate Business Plan provides further clarity on the role and responsibility of the Council, which is further fleshed out within the 5 Corporate Strategies, while not specifically using the terminology and categorisation previously considered.

<p>is and how the council will guide delivery.</p>		
<p>A2: With partners define the future delivery of longer-term vision and respective roles within that. RBC can be the convener and leader.</p>	<p>We will consider the feedback from partners as part of the Corporate Business Plan consultation programme and empower SLT to engage on an ongoing basis with their key partners.</p>	<p>Significant work since the last Corporate Peer Challenge (CPC) to ensure partnerships are successful and deliver benefits to Runnymede residents, businesses and visitors.</p> <p>Formal partnership with Surrey Heath Borough Council (SHBC) agreed and commenced in April 2021. This partnership delivers community services across both Local Authorities. Runnymede provides the overall management of the delivery model, staff were TUPE'd from SHBC. Shared risk and reward model for financial budgeting has allowed for shared efficiency gains and reduction in budget required to deliver services.</p> <p>Partnership arrangements also in place and have developed positively over time between colleagues in Community Services and Health. Close working proximity of the Community Services and Housing service and SCC Adult Social Service's teams fosters trust and collaboration.</p> <p>Runnymede is an active stakeholder for multi-agency projects and bodies. This includes active member of the River Thames Scheme protecting the interests of the Borough and local residents and Heathrow airport previously representing the Borough in the expansion project and surface rail access, subsequently taking an active role in the airport's recovery and currently its future and potential growth. The Council are active members of the Heathrow Strategic Planning Group (HSPG) where we work with other affected Local Authorities to ensure that the interests of residents are represented and recognised.</p> <p>We have a formal partnership in place with Royal Holloway University (RHUL) to Cooperate. We have undertaken two student placements within Planning Policy, we have also made joint bids on three funds. We are working collaboratively with RHUL to introduce and include them within the Heathrow Strategic Planning Group with a research project being undertaken. We are also working with them in ongoing discussions around active travel opportunities in and around the University Campus located in Egham.</p>

<p>A3: Place leadership is a fundamental corporate responsibility. This should be demonstrated and led by Senior Leadership Team.</p>	<p>Further strategic capacity is being considered which will benefit SLT.</p>	<p>Budget growth was approved in 2022/23 to recruit to a new senior post of Asst Chief Executive (Place) to enhance strategic capacity and place leadership. This post sits on the Corporate Leadership Team (CLT). This post provides strategic and corporate oversight of the delivery of Housing, Environmental Services, Community Services and Planning, Economy and Built Environment.</p>
<p>A4: Be explicit about the change you want to see, and will lead, in the borough.</p>	<p>We will continue to articulate the desired change in the next Corporate Business Plan.</p>	<p>The Corporate Business Plan 2022-26 and the 5 corporate strategies provide a clear articulation of what will be delivered during the period of the plan. Delivery can be demonstrated through the continuous improvement in corporate performance data capture and reporting as well as the annual report at year end. The Corporate Action Plan (CAP) for 24/25 taken together with previous CAPs since the plan was adopted in Oct 2022, means a cumulative total of 83% of actions and initiatives identified for delivery in the CBP and associated corporate strategies have been allocated to Service Area Plans (SAP) for delivery.</p>
<p><b>Financial Planning and Viability</b></p>		
<p>B1: Develop a clearer articulation of the assessment of risk associated with current economic uncertainty and possible further economic downturn/uncertainty.</p>	<p>This will be looked at the next Corporate Risk Register review and we will continue to form a key part of our processes during the setting of our Medium-Term Financial Strategy.</p>	<p>The Council prepares a risk-based analysis around the level of balances that could be called upon in any financial year.  The Council's earmarked reserves are part of its risk management strategy. In particular, the Commercial Income Equalisation and Property Repairs and Renewals reserves are there to protect the Council's income stream from its commercial activities. A review of the sinking-fund in place for asset management is a recommendation from the CIPFA capital review in July 2023 and is being progressed as part of the N-S BVN response programme.  Financial risk appetite has been set as cautious for 2024/25. A prudent approach is taken in scenarios put forward as part of the MTFS. Savings are only included in the outturn reports and updates to the MTFE if there is high confidence in delivery or they have been realised. Financial risk forms 52 of the 268 risks identified across the organisation, and 9 of the 22 risks that form the corporate risk register (as at 25 Mar 2024)</p>

		The Council received a non-statutory Best Value Notice (N-S BVN) in December 2023 from DLUHC following a capital review conducted by CIPFA in 2023. A priority work programme is in place to respond to the N-S BVN within the 12-month period of the Notice. Risks associated with the N-S BVN programme have been identified and added to the risk management system.
B2: Consider how to effectively resource the transition from property acquisition to portfolio and asset management and optimisation.	A change plan for this function is already in place. It now needs to be delivered.	<p>A restructure took place in 2021. The service area was previously known as Commercial Services and went through a complete restructure in 2021 when it was split into the three teams (Property Portfolio Management, Facilities and Buildings and Projects) to ensure an effective property estate and, at that point in time, to enable the team to deliver the requirements of the Council which included undertaking major regeneration projects namely; completion of AddlestoneOne (ADD1) scheme, Magna Square, Chertsey Business Park, Egham Business Park, whilst ensuring the investment property portfolio was managed effectively and efficiently by dealing with collection of rent monies, regearing of asset base, rent reviews and lease renewals in a timely manner.</p> <p>A new Asset Management Strategy was approved in Feb 2023 and subsequently procurement of a Total Facilities Management (FM) Contract has taken place with the contract coming into effect from April 3<sup>rd</sup> 2024. As a result, the structure of the A&amp;R team is under review to ensure that the capacity and capability is in place, including succession planning to ensure that the strategically important portfolio management is fit for purpose and can flex as appropriate.</p> <p>An interim structure for 6 months is being recruited to in Q1 2024/25 due to significant workload and impact on capacity due to vacancies and long-term sickness impacting the resources available in the team.</p>
B3: Budgeting 'bids' process should be more clearly aligned to priorities, business planning and business cases and their purpose should be clear – whether for growth/transformation/inves	The committee report template will include guidance to make sure the report authors list the new Corporate Priority/ies that the report is supporting once the new Corporate Business Plan is adopted.	The business case template has been continuously improved with mandatory sections included to demonstrate how the 'bid' meets corporate objectives and values incorporated in the CBP 22-26. In addition it is also a requirement to identify whether the activity has a direct or indirect, negative or positive impact on climate change. All planned activity whether it requires budget growth or not, is classified as either a project, review, one-off activity or new core activity and is aligned to a corporate strategy.

<p>t to save/one-off investments.</p>	<p>The Business Case template in the project management toolkit will also be updated so the purpose is clearer.</p>	<p>Business and budget planning is now considered as combined activities, with joined-up planning and processes across both Finance and Business Planning (CEX office).</p> <p>In July 2023, to support the financial sustainability of the Council, £1M was placed in an earmarked reserve for invest to save initiatives that may come forward from the savings and efficiency programme or service review programme. Draw-down from the fund requires a business case identifying the benefits to be realised and alignment to strategic priorities. A process for tracking benefits realised is being set-up as part of the savings and efficiency programme.</p> <p>During 2021/22, the Council invested in additional specialist capacity to bid for and secure funding from bid opportunities. The post of Bid Writer was approved and recruited to in January 2022. In two years, working alongside colleagues in service areas, £1,699,191 has been secured from successful grant bids made in conjunction with Planning, Economy and Built Environment, Community Services and Housing.</p>
<p>B4: Be clear about funding arrangements where the Council is entering into partnership working with others, particularly when taking on new responsibilities.</p>	<p>We will continue to clear about all our funding arrangements should we enter into new partnership working.</p>	<p>For example the Community Services partnership arrangement with Surrey Heath BC was entered into with clear accountability and processes for financial management and oversight. This particular partnership arrangement shares risk and reward where appropriate which has culminated in efficiency savings for both partners in terms of shared resources and achieving better value for money by procuring fleet vehicles for both parties in the same procurement exercise.</p>
<p>B5: Be clear that any future regeneration schemes will need to be independently viable and affordable.</p>		<p>On 27th February 2020 Corporate Management Committee agreed to proceed with the mixed-use development then known as Egham Gateway West and now known as Magna Square. The construction project was delivered on time and under-budget. The total approved Magna Square (Egham Gateway West) budget was set at £90 million in November 2016. Of this, £5.3 million was spent on assembling land to facilitate the project, leaving £84.7 million for construction, fit out contributions, fees etc. Costs of Construction was £76.2M. The Council's Capital &amp; Investment Strategy approved by Full Council in February each year ensures that the capital strategies are deliverable</p>

		<p>within existing resources, including prudential borrowing for the regeneration programme. The revenue consequences are affordable as shown in the Council's Medium Term Financial Strategy</p> <p>Magna Square was officially opened during 2022/23. The development includes a new town square, 101 apartments, student accommodation a cinema and retail/leisure units. In Q4 2023/24, all but one of the apartments were either sold or let.</p>
<b>Organisational leadership and governance</b>		
<p>C1: Senior team should be more visible – walk the floor.</p>	<p>CLT and SLT will be more visible.</p>	<p>CEX Forum is scheduled Quarterly with opportunity to attend in person or virtually. CEX and ACE plus other senior officers make regular visits to the depot site to meet with DSO staff before shifts start (05:30) to ensure staff there (who don't have access to a PC) feel more part of the organisation as a whole and that senior officers listen and hear their voices.</p> <p>Monthly staff e-newsletter is published. Friday message circulated from a member of CLT on rotation.</p> <p>Staff Suggestions scheme operates on StaffHome and managed by the Communications team. This provides a forum for the workforce to provide suggestions and a response is collated and published to keep staff informed.</p>
<p>C2: Invest in dedicated team development for SLT with a focus on breaking down silos and leading change.</p>	<p>Additional training has already been arranged for SLT for December 2019.</p>	<p>The Organisational Development corporate strategy recognises Leadership Development as a key theme.</p> <p>SLT away days were held in Dec 2021 and in June 2022 off-site once covid restrictions were lifted. Monthly SLT meetings are in place.</p> <p>A management development programme was delivered in 2022/23 for senior managers to ensure colleagues are appropriately skilled to lead their teams.</p> <p>Organisational Development Strategy to be delivered 2022-26 recognises the importance of collaborative working and change</p>



		<p>management. A number of actions were identified for delivery and these have been included in relevant service area plans.</p> <p>The N-S BVN response programme includes the assessment of organisational culture which will look to identify actions to align the culture and leadership across CLT and SLT reviewing the Councils core values to support our vision, mission and strategic priorities, and that operational decisions are being made in the corporate interest.</p>
<p>C3: Empower staff to work in more agile way.</p>	<p>There is a Digital Transformation programme mapped out for the next two years which will facilitate agile working.</p>	<p>The coronavirus pandemic brought forward and accelerated this element. Laptops were procured and provided to office staff, system migration to O365 and upgrade to Windows 10, migration from Citrix to Virtual Private Network (VPN) to enable Council staff to work remotely. Hybrid meetings were delivered via MS teams. This meant that despite the pandemic and the lockdowns, the organisation was able to deliver the sustained emergency response to residents, continue the democratic process with hybrid Committee meetings, and deliver core activity that was not affected by the pandemic.</p> <p>The telephone system has been upgraded to move to 'soft-phones' where calls are taken and received via laptops. This further enables agile working.</p> <p>Moving forward to present day, there is an approved hybrid working policy and all office-based staff routinely work from home 2 days a week. Hardware has been standardised across all desks in council-owned offices to provide a standard set-up including gas-arms, laptop docking stations and stands and standard monitor size deployment. Investment was made in 2023/24 to upgrade civic centre meeting rooms with technology to enhance the virtual meeting experience.</p> <p>Member devices have previously been different to officer devices. During 2023, it was agreed by Corporate Management Committee to standardise the member devices to be the same specification as officer devices, moving from tablets to standard laptops. This has improved deployment of maintenance protocols and security patches, provides for improved reuse of hardware equipment to both cohorts and improves longevity. Member device refresh has therefore been prolonged from every 4 years to every 6-8 years permitting re-phasing of capital requirements.</p>

		<p>The Digital Transformation Strategy 2024-2027 is being developed and will come forward to Corporate Management Committee during 24/25 for adoption.</p>
<p>C4: Identify the total employee proposition to aid recruitment, retention and succession planning. Be an employer of choice.</p>	<p>Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.</p>	<p>The Organisational Development (OD) corporate strategy recognises Leadership Development, Workforce planning, Talent Sourcing, and Employee motivation, recognition, and engagement as key themes. In Jan 2024, following the retirement of the previous postholder, Kate Enver joined as Corporate Head of HR &amp; OD who is moving forward initiatives at pace with a clear and more progressive approach.</p> <p>Progress made since 2022 against the OD strategy include:  In 2022/23, the annual leave entitlement was increased from a starting point of 23 to 28 days, with employees who have worked with us for more than two years seeing an increase to 31 days. This was to improve recruitment by offering a better work/life balance.  An agile working policy was launched, which sets out how managers and staff are expected to operate now many colleagues work at home up to three days a week.</p> <p>Our first Talent Management Strategy was approved by Corporate Management Committee in 2023 and will see three employees a year work through a specific programme.</p> <p>A management development programme was delivered for senior managers to ensure colleagues are appropriately skilled to lead their teams.</p> <p>A new combined Human Resources and payroll online platform is being implemented including a new recruitment and onboarding module which will clearly articulate the employee value proposition. The new HR/Payroll system will remove the need for staff to use paper forms, modernise the employee experience and provide a much greater level of management information. Future developments are planned for a 'whole-life' employee experience, from , probation, appraisal, promotion and exit processes.  A new employee health and wellbeing strategy has been implemented in 2023 to enhance the employee's experience.</p>

		<p>New policies on wellbeing, health and safety were developed and stress management guidelines created alongside new equality, diversity and inclusion initiatives e.g. implementation of Mental Health First Aiders, support and guidance for managers and staff during Ramadan, how to support employees, team and managers to understand Neurodiversity in the workplace.</p> <p>A new occupational health provider has been sourced with particular expertise in mental health with an accompanying Employee Assistance Programme.</p>
<p>C5: Develop a comprehensive internal communications strategy. Make communicating better everyone's responsibility.</p>	<p>There is a new Communications Strategy currently being written which includes internal communication.</p> <p>A refreshed monthly staff newsletter has recently been reintroduced.</p>	<p>An internal communications strategy was approved by the former CEO in January 2022 following delays during the pandemic. Multiple actions from this strategy have already been delivered to improve communication of key information throughout the Council. This includes development of the intranet, launch of multiple staff e-newsletters, offline channels of communication, CEO staff forums, increased sharing of external news to staff audiences, messaging dedicated to introducing and positioning new members of CLT. As part of the intranet development, service areas have been allocated ownership of their content to encourage better communication across the organisation. A digital suggestion box to aid communication of questions and ideas has also been implemented.</p>
<p>C6: Refresh the member development offer – to support the new political intake, introduction of working groups, and place leadership.</p>	<p>A full Member Training Programme will be rolled out in 2020/21</p>	<p>Member training is delivered annually after the May elections as a mechanism to engage newly elected members with the information and knowledge to be able to fulfil their duties on the Committee's they are appointed to and more broadly on all aspects of duties of a councillor. The training provided is reviewed and updated regularly. Training through the LGA is also available for Members. Mandatory training is provided for all members annually on a broad range of topics:</p> <ul style="list-style-type: none"> <li>Safeguarding</li> <li>Planning training</li> <li>Role of the Standards and Audit Committee</li> <li>Introduction to finance including an overview of Runnymede's Special Purpose Vehicles (RBCI, RBCH, RBCS)</li> <li>Licensing training</li> </ul>

		<p>Meeting procedures and making the most of committees</p> <p>Biennial treasury management training Data protection and GDPR, members' code of conduct, registers/declarations of interest, the Communications Teams and getting the most out of social media inc. conduct online</p> <p>Carbon Literacy / Climate Change Response briefing</p> <p>Procurement training</p> <p>Anti-fraud and risk management training</p> <p>Housing and the third sector</p> <p>Budget training</p> <p>Two Treasury Management training sessions, one internal and one hosted by the Council's Treasury Advisors</p> <p>Meet the services sessions</p> <p>Emergency Response Training for Members planned for early 2024</p>
C7: Introduce political awareness training for officers.	Training will be provided to SLT once the new political makeup is known.	<p>Political awareness training forms part of the Management Development Programme and is delivered by LGiU.</p> <p>Political awareness is a regular item for discussion at SLT meetings and is cascaded through the organisation as appropriate</p>
C8: Identify the potential tension between engaging in new types of debate and delivering on agreed priorities.	The CE is writing a committee report to address the issues.	<p>Member Working Parties (MWP) were set up from Sept 2020. A full review of MWPs, their make-up and role was completed and reported to Full Council in July 2023. The original concept of Working Parties was to explore ways in which the Council's key strategies could be implemented, exchange ideas between officers and members and to understand new challenges and opportunities. Working parties would either debate key policy issues which need to come before Council committees, analyse results of work undertaken by Council staff such as public consultation or discuss the outline content of important reports to be considered in forthcoming business cycles.</p> <p>A work programme based around the Corporate Business Plan strategy and workstreams for each of the working parties is drawn up by the lead officer for consideration at the first meeting. This is then progressed through the municipal year.</p>
C9: Align working party programmes with agreed corporate priorities.	The working party priorities are due to be reviewed in February to ensure they are re-aligned with the new priorities.	
C10: Regularly review the Working Party model.	The model will be reviewed annually.	
<b>Capacity to deliver</b>		
D1: Be clear about what you want to do, how you	Our new four-year Corporate Business Plan is currently being developed.	Corporate Business Plan in place for 2022-2026. Mid-point review scheduled for after the May elections 2024, to ensure the strategic

<p>are going to do it, and who is going to do it.</p>		<p>direction of the borough continues to reflect the environment in which the authority operates.</p> <p>The Corporate Business Plan 2022-2026 sets the direction of travel for the organisation as a whole. A golden thread runs through all our work starting with the Corporate Business Plan, and tracing through the five strategies. This breaks down into programmes of work and projects and from these flow service area plans, this approach is used because it ties the work of all staff at the Council to the overall aim of the organisation.</p>
<p>D2: Develop a formal process for considering new initiatives against agreed priorities and existing resources.</p>	<p>There is already a formal process in place for considering bids, but whilst we are in-between Corporate Business Plans it hasn't been possible this time around to demonstrate the golden thread between the new business cases and the specific new Corporate Priorities. This issue will be resolved for the next cycle because the new CBP will be in place.</p>	<p>Budget and business planning run consecutively with a combined process.</p> <p>CHoS are required to develop business cases for any proposed growth or new initiatives for the following Financial Year (FY). These are reviewed by Accountancy and challenged by CLT as part of the budget and business planning process. A rigorous challenge process was applied to all growth bids for 2024/25 to ensure only essential or priority growth bids were included in the process. Officers were challenged on costs, timing and the criticality of the bid to service delivery alongside contribution to the achievement of Council objectives. Only growth identified as aligning with strategic priorities are put forward for challenge by the administration (at a Member away day) and onwards to Cttee as proposals for growth as part of the MTFs and Budget reports.</p> <p>Activities requiring growth are added to Service Area Plans for delivery in the following FY. Service Area Plans are approved by the relevant Service Cttee or Corporate management cttee annually in Feb/Mar ahead of the new FY. All planned activity is added to the Business Planning Tool to enable progress checks through Qly portfolio reviews with each CHoS and regular 121s with the appropriate ACE.</p>
<p>D3: Develop a culture that can support the delivery of the above and support staff individually.</p>	<p>We will continue to offer individual support to Officers and will revise templates based on feedback.</p>	<p>PMO manage the process on behalf of CLT. PMO officers provide support and guidance to SLT with regards to business cases, development of service area plans, updating and reporting on progress, development of bespoke dashboard and reports for service requirements.</p>
<p>D4: Enhance strategic leadership capacity at</p>	<p>Fit for the Future is an evolving model. Additional capacity is planned for 2020/21.</p>	<p>A proposal was approved by full Council in February 2022, under the Council's Medium-Term Financial Strategy, to supplement the CLT and add strategic capacity within the organisation, through the</p>

<p>senior level to deliver change.</p>		<p>appointment of an additional Assistant Chief Executive, who would take on the responsibility for place-based services such as Housing Services, Environmental Services, Planning, Economy and the Built Environment. Phil Turner was subsequently appointed to this post and joined the organisation on 17 July 2023.</p> <p>At the end of 2022/23, the Chief Executive of 14 years, Paul Turrell, announced his intention to retire and a recruitment process commenced for a new Chief Executive. Following a rigorous recruitment process, Andrew Pritchard was formally appointed to the post by full Council on 20 July 2023, to take up the post from 01 August 2023.</p> <p>CLT is supported by the wider Senior Leadership Team (SLT) consisting of the Corporate Heads of Service and other roles reporting directly to the Chief Executive. During 2022/23, the number of Corporate Heads of Service were reduced from 10 to 9, following the departure of one Service Head and the subsequent merger of two service areas to create the Planning, Economy and Built Environment Service.</p>
<p>D5: Develop a clear approach to succession planning.</p>	<p>SLT Members have recently been reminded of the need to continuously reassess this.</p>	<p>The Organisational Development corporate strategy recognises Leadership Development, Workforce planning, Talent Sourcing, and Employee motivation, recognition, and engagement as key themes. Career grades, National Graduate Development programmes and apprenticeship schemes have all been introduced in addition to start 'growing our own' so we can successfully succession plan for the future. This has been particularly successful in Finance service area, where 4 members of staff have been promoted internally over the last two years.</p> <p>A new core activity for HR &amp; OD from 23/24 is for CHoS and senior managers to work with HR Business Partners to produce a practical service workforce plan to resolve skills gaps in their service areas, including succession planning. Early indicators show some success in this area at a local level across the organisation but a more systemic approach, with detailed actions plans and clearly identifiable deliverable are required and will be developed in 2024/25. The implementation of the new HR/Payroll system will provide better quality workforce demographic and establishment data to aid this process.</p>

<p>D6: Continue to invest in project and programme management.</p>	<p>An extra project manager will be added to the establishment from 2020/21.</p>	<p>As part of the 'Fit for the Future' CEX office restructure in 2021, the responsibility of the PMO widened to bring together business planning, projects and performance (and procurement at that time) in one team. Significant development in corporate data capture and analysis by the PMO team has improved reporting of corporate performance as a whole, providing a suite of reports and dashboards that can be derived from a single database to monitor and measure progress against service area and corporate action plans.</p> <p>Project Management principles lie at the heart of how we deliver for our residents. Additional improvements have been made to the capacity of the Project Management Office (PMO), who support the delivery of major cross-organisational projects and programmes, provide project management training, monitor and report performance and manage the Council's business planning cycle. This capacity has been created by moving the Procurement team out of the PMO from July 2023 to report to the ACE (S151).</p> <p>The PMO team consist of 4 FTE qualified project professionals with significant experience in delivering successful projects and programmes. In July 2023, the PMO was delegated the additional responsibility of a systematic review of risk management, establishing the risk management system and managing review and reporting of risk regularly throughout the year.</p> <p>In Jan 2024, workloads have been reallocated within the team to ensure that the strategically important programmes (Non-statutory Best Value Notice response programme, Service Review programme, Savings &amp; Efficiency programme) are managed corporately from resource in the team.</p> <p>The CIPFA capital review recognised strength in this area but also that, for the Council to deliver the savings and service review programme, additional capacity would be required. This was prior to the need for corporate programme management of the response to the non-statutory Best Value Notice. The Graduate Policy Officer has recently been seconded into the PMO team to support one aspect of the N-S BVN programme to assist the Programme manager.</p>
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<p>D7: Develop appropriate expertise and resources in asset and property portfolio management.</p>	<p>A change plan for this function is already in place. It now needs to be delivered.</p>	<p>This was similarly recognised as a risk and recommendation in the CIPFA capital review and addressing capacity and capability in the Assets &amp; Regeneration team is a key workstream for the N-S BVN response work programme, sponsored by the CHoHROD.</p> <p>Recruitment and retention of qualified professionals e.g. chartered surveyors to support asset management of the property portfolio is a sector-wide issue and is recognised as a significant risk. In March 2024, approval was sought to release revenue budget provision from 23/24 to be carried forward to 24/25 to permit interim recruitment to vacant posts for a 6-month period. This will ensure that work required to respond to the non-statutory Best Value Notice can proceed at pace and delegation of aspects of the management of the asset portfolio.</p>
<p>D8: Make commercialism the day job and everyone's responsibility</p>	<p>A Commercialism in the Public Sector training course has already been included in the new two-year Learning and Development Programme.</p>	<p>Commercial Awareness in the Public Sector training course delivered in Dec 2020 for all Senior Managers.</p> <p>Innovation and income generation opportunities is encouraged as part of the savings and efficiency programme. Reviewing processes and procedures to ensure they are effective and efficient is a key deliverable from the service review programme.</p>