

Organisational Development Plan – summary of key themes



Encourage staff retention and recognition



Attract, retain and recognise our staff now and for the future

- Celebrate and recognise good performance
- Recruit high calibre staff
- Identify, retain and nurture talent

Examples of actions under this theme include:-

- Hold regular staff recognition events, monthly team and individual awards and share the winners stories internally
- Consider retention strategies including succession planning, apprenticeships and graduate recruitment

Improve skills and knowledge



Continue to build capability, skills and development to increase staff's commitment to deliver the council's recovery priorities.

- Identification of new skills to support the recovery priorities of the council
- Ensure the best start before and during induction
- Continuously develop staff and members
- Embed a culture of continual learning and development through a blended approach to delivery to reduce face to face provision
- Provide joint training opportunities for Executive, councillors and officers

Examples of actions under this theme include:-

- Improve the accessibility and visibility of learning and development environment
- Use the apprenticeship levy to develop current staff across all areas
- Introduce mentors for all new staff and recently internally promoted staff

Improve staff health and wellbeing



Concentrate on staff health and wellbeing to enable them to proactively and positively contribute to delivery of the council's priorities.

- Improve emotional well being
- Ensure the basics are in place
- Be an inclusive council
- Improve mental health and increase physical activity
- Support staff to own their own health and wellbeing

Examples of actions under this theme include:-

- Demonstrate the council's continued commitment to the Time to Change Pledge
- Train managers to improve staff wellbeing by reducing absence
- Assess if team equipment is fit for purpose, agile and home working arrangements e.g. Technical, digital, fleet, desk space, tools, personal protective equipment

Adjust to new ways of working



Continue to build on the new ways of working experienced throughout the pandemic.

- Review ways of working and identify if the changes are suitable going forward
- Ensure the new ways of working are supported through management

Embed a performance culture



Build high performing teams motivated to respond to emerging opportunities and challenges whilst working in an agile and flexible environment.

- Build high performing teams
- Equip managers with the information they need
- Actively report on performance and progress

Examples of actions under this theme include:-

- Review the performance development review (PDR) process to ensure it is fit for purpose
- Roll out training in performance management to ensure managers have the skills to support underperforming staff
- Support managers to draw on performance data to identify gaps and development needs.

Engaged staff



Actively engaged staff are empowered to identify meaningful different ways to help shape and deliver the priorities.

- Build upon the new staff engagement mechanisms used since the start of the Covid pandemic
- Embed a climate of listening
- Effectively communicate to increase engagement
- Facilitate opportunities to build relationships between councillors and officers

Examples of actions under this theme include:-

- Launch a staff suggestion scheme “your voice, your council, your idea”
- Publish an annual programme of engagement opportunities across the council where leaders attend virtual team meetings across the council
- Hold a virtual event for all managers

Strong leadership



Strong leadership runs through all levels of management to empower staff in the delivery of the council's priorities. Key priorities include:-

- Define the council's expectations of leadership and related accountability and responsibilities
- Increase leadership visibility / accessibility through remote technology
- Embed council's recovery priorities
- Describe the role of Executive, ward members, and officers
- Describe a model of shared leadership and the decision making process

Examples of actions under this theme include :-

- Develop and roll out the Foundation Leaders programme in 2021
- To Better connect to share the council's recovery priorities through the intranet
- Set up remote monthly meetings with Executive members/Corporate Management team and staff across the authority