

Introduction

In November 2019, we published our Council Plan 2019-2023, *Making History and Building Communities* www.york.gov.uk/CouncilPlan. The Council Plan sets out a framework for the outcomes we believe the city needs so all residents enjoy the best quality of life

Since then we have seen the impact of the Coronavirus pandemic, bringing with it a crisis that is unlike we've ever seen. The impact on our services, our residents and the economy has been significant. However, amongst these challenges, there have been many examples of doing what we do best - pulling together and supporting each other and our residents. It is a fitting legacy that we capture what has been positive during response and continue working together to shape a future for York that better supports all our residents.

We know the biggest asset the council has are you, the workforce, who made such a positive difference to the quality of residents' lives throughout the response.

In response to the crisis, the council has developed an overarching Recovery and Renewal Strategy, which sets out how the council will respond, covering our responses to our Communities, the Economy and organisational issues such as how we will support our workforce or manage our finances.

This organisational development plan sets out how we will build on what we have learned to support our staff deliver services across the city through new or amended operating models, embrace more agile and flexible working arrangements and increase skills through continual professional development. In addition, it supports both the Council Plan 2019-2023 and the Recovery and Renewal Plan 2020.

To deliver the ambitions of the recovery plan, we will build on our positive culture of strong visible leadership and motivated staff, whilst continuing to concentrate on improving staff health and emotional wellbeing, listening to your ideas about how together we can improve and make that difference.

- Strong leadership
- Engaged staff
- Embed a performance culture
- Adjust to new ways of working
- Improve staff health and wellbeing
- Improve skills and knowledge
- Encourage staff retention and recognition

Monitoring progress and updating the plan

Progress will be reported through the plan's quarterly reporting framework and through ongoing engagement with staff. Key actions will be communicated to staff through our engagement processes.

The detailed plan will be reviewed regularly by the Corporate Management Team and the Executive. In addition, we will continue with staff surveys to understand how staff feel about working within the organisation. There will be an annual review to identify progress and update any changes required.

The Council's leadership

Throughout the plan there is reference to the Executive and Corporate Management Team. These are described below, together with information about the role of councillors.

Executive

This is the group of elected councillors including the Leader and Deputy Leader, who are responsible for representing and promoting the council and translating the wishes of the local community into action. The Executive formally meets once a month and takes the majority of major decisions for the Council. There are currently nine councillors on the Executive, more details can be found here www.york.gov.uk/executive

Corporate Management Team

This is the group of senior officers (chief officers) who form the officer management team for the Council. This consists of the Head of Paid Service (chief executive), plus Directors. CMT meets regularly with the Executive to develop reports and policies for formal approval by the Executive, and full Council. More details are here www.york.gov.uk/CouncilDirectorates

Councillors and Full Council

The whole council is elected every four years, where residents vote to elect their local councillor. Those candidates who are elected become councillors and form the Council. There are 47 councillors representing 21 wards across the City of York. Meetings of full Council (all councillors) are held every two months, and will consider a range of issues, and approve the annual Council budget. More information can be found at democracy.york.gov.uk

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Organisational Development Plan

Organisational Development Plan – summary of key themes

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 from January 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

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

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.

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

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

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 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

