

## Our Organisational Development Action Plan April 2011 – March 2014

Aim	Action	Targets/Success Measures	Delivered by
SCDC Members & Managers communicate the vision, lead from the top, and inspire positive behaviours - Living values as great community role models	<p>1a. Deliver Leadership Development programme during 2011, 2012, 2013. To include:</p> <ul style="list-style-type: none"> <li>▪ Self awareness, personal assessment, 360°</li> <li>▪ Leadership communication</li> <li>▪ Political Awareness</li> <li>▪ Emotional Intelligence</li> <li>▪ Performance management</li> <li>▪ Team performance</li> <li>▪ Conflict resolution</li> <li>▪ Partnership working</li> <li>▪ Innovation &amp; creativity</li> </ul> <p>1b. Member Development Strategy</p> <ul style="list-style-type: none"> <li>▪ Review &amp; refresh strategy</li> </ul>	<p>Employee survey results demonstrate that employees feel they have good leadership</p> <p>External recognition (IIP, Equalities standard, CSE)</p> <p>Sickness levels reduced – target 2012/3 – 8 days per FTE</p>	<p>Leader Members SMT EMT</p>
Managers nurture staff through coaching, talent management and succession planning.	2. Develop coaching skills for managers (to be included in the Leadership Development programme)	As above	SMT EMT
New and experienced Members are supported in their efforts to develop the knowledge and skills they need to be effective community leaders and decision makers. Develop Member skills to enable them to address issues in their communities i.e. mediation and facilitation skills	<p>3a. Review induction programme for new Members to ensure that it remains effective and fit for purpose – Q1 2012</p> <p>3b. Deliver appropriate training sessions to meet Member needs</p>	<p>Improved image &amp; reputation in the media and within our communities</p> <p>Achievement of the Member charter</p>	<p>Group Leaders Members SMT EMT</p>
Effective Performance Review process, which is challenging, meaningful and appropriate, enabling everyone to realise their potential. Where personal development is clearly linked to career aspirations and service delivery expectations.	4. Review PDR process to ensure that it remains effective and fit for purpose – Q1 2012	<ul style="list-style-type: none"> <li>▪ Review competencies</li> <li>▪ Introduce values and expected behaviours</li> <li>▪ Identify and maximise secondment, work shadowing opportunities and mentoring</li> </ul>	<p>Employee survey results demonstrate that employees feel valued and that appropriate learning opportunities are fairly offered</p> <p>All Managers</p>
Excellent customer service consistently delivered across all council services. SCDC has a confident “can do” attitude and approach with a proud and confident culture	<p>5a. Customer Service workshops delivered to all SCDC staff – Q4 2011/12</p> <ul style="list-style-type: none"> <li>▪ Deliver 2<sup>nd</sup> tranche</li> <li>▪ Review feedback</li> <li>▪ Agree &amp; communicate actions</li> </ul> <p>5b. Introduce ways for employees to share good ideas and experiences, for example CSE focus groups or quality circles</p>	<p>Reduced number of complaints and increased number of compliments.</p> <p>Achievement of the Equalities Standard</p> <p>Agreed customer service standards in place</p> <p>Demonstration, within PDRs, that behaviours and skills epitomise a commitment to excellent customer service</p>	<p>HR Manager/ Paul Knight</p> <p>Paul Williams</p> <p>Paul Knight</p> <p>All Managers</p>
<p>To enhance communication and engagement throughout the Council making effective use of our existing arrangements and delivering new approaches where appropriate.</p> <p>Celebrating &amp; sharing success, best practice and innovation</p>	<p>6a. Review of internal communications such as Insite and Corporate Brief.</p> <ul style="list-style-type: none"> <li>▪ Identify &amp; implement changes to improve 2-way communications</li> </ul> <p>6b. Identify &amp; deliver improvements to customer contact through the Customer Contact Centre project – Q4.</p> <p>6c. Celebrate our successes and good practices.</p> <ul style="list-style-type: none"> <li>▪ Engage staff in the review &amp; development of employee recognition</li> </ul>	<p>Employee survey results demonstrate that employees feel that they receive good communication.</p> <p>Improve customer satisfaction rates</p>	<p>SMT All Managers, Comms Manager Paul Knight</p>
Developing an agile and flexible workforce	<p>7. Adopting a flexible approach to working (any place, any time, any where). Reviewing our ‘home/remote working policies and procedures.</p> <p>8. Ensuring that we invest in, and make good use of ICT ‘tools’.</p> <p>9. Helping employees to develop their career choices and move into new job roles - 2011 – 2013</p> <p>10. Keeping our structures under review to ensure they are flexible enough to meet our needs. Review all JD’s at PDR and when role becomes vacant</p>	<p>Employee survey results demonstrate that employees feel that they have fair access to flexible working.</p> <p>Employee survey results demonstrate that employees feel valued and that appropriate learning opportunities are fairly offered</p>	<p>Head of ICT HR Manager</p> <p>All Managers/ HR Manager</p> <p>SMT/EMT</p>