

Our Organisational Development Action Plan April 2014 – March 2017

Aim	Action	Targets/Success Measures	Delivered by	Progress against Actions
<p>SCDC Members & Managers communicate the vision, lead from the top, and inspire positive behaviours - Living values as great community role models</p>	<p>1a. Deliver Leadership Development programme during 2014/2015 To include:</p> <ul style="list-style-type: none"> ▪ Self awareness, personal assessment, 360° ▪ Leadership challenge & self management ▪ Political Awareness ▪ Emotional Intelligence ▪ Advanced coaching and performance management ▪ High performance teams ▪ Commercial skills ▪ Conflict resolution ▪ Shared services/Partnership working ▪ Innovation & creativity <p>1b. Member Development Strategy</p> <ul style="list-style-type: none"> ▪ Community leadership ▪ Negotiating & Influencing ▪ Finance, Performance & Risk management 	<p>Employee survey results demonstrate that employees feel they have good leadership</p> <p>External recognition (IIP)</p> <p>Sickness levels reduced – target 2014/2015 – 7 days per FTE</p>	<p>Leader Members EMT</p>	<p>Leadership development programme 3rd cohort to commence in September 2014. **</p> <p>Working with First Ascent to deliver further learning modules for both 1st & 2nd cohorts. **</p> <p>SCDC to consider reaccreditation for IIP July 2015.</p> <p>Steady improvements in attendance levels and resolution of long-term absence cases. Work is continuing on mentoring managers to deal effectively with performance and attendance matters. Delivery of workshops focused on ‘Difficult Conversations’ scheduled for July 2014.</p> <p>Workplace Coaching programme to be delivered in 2014, accredited to Inst. Of Leadership & Mgmt Level 5. Development of internal coaching pool.</p> <p>Mediation Skills training to be delivered in 2014</p> <p>Member Development strategy refreshed and presented to PFH in July 2014</p> <p>New members inducted following election</p> <p>Shared training sessions with Officers and Members</p>
<p>Managers nurture staff through coaching, talent management and succession planning.</p>	<p>2a. Develop coaching skills for managers (to be included in the Leadership Development programme)</p> <p>2b. Identify opportunities to increase the use of Apprenticeships across the Council</p>	<p>As above</p> <p>Increase apprenticeship places</p> <p>Forge closer links to local colleges</p>	<p>EMT/ services managers</p>	<p>As above **</p> <p>Workplace Coaching programme to be delivered in 2014, accredited to ILM Level 5. Development of internal coaching pool.</p>
<p>New and experienced Members are supported in their efforts to develop the knowledge and skills they need to be effective community leaders with skills to achieve positive outcomes for residents. Develop Member skills to enable them to be strong decision makers and effective scrutiny challengers.</p>	<p>3a. Induction programme for new Members</p> <p>3b. Deliver appropriate training sessions to meet Member needs</p> <p>3c. Shared training sessions with Officers</p>	<p>Improved image & reputation in the media and within our communities</p>	<p>Group Leaders Members EMT/ Democratic Services TL</p>	<p>New member induction programme reviewed prior to May 2015 elections</p> <p>Training to be delivered to Employment Committee</p> <p>Identify opportunities for joint training sessions</p>

<p>Effective and challenging performance review process, which considers 'what we do and how we do it'. Enabling everyone to realise their potential and personal development is clearly linked to talent management, career aspirations and service delivery expectations.</p>	<p>4. Review PDR process to ensure that it remains effective and fit for purpose – Q1 2015</p> <ul style="list-style-type: none"> ▪ Review competencies ▪ Identify and maximise secondment, work shadowing opportunities and mentoring ▪ Deliver core HR training in performance reviews and absence management ▪ Deliver corporate training specific to PDP's 	<p>Employee survey results demonstrate that employees feel valued and that appropriate learning opportunities are fairly offered</p>	<p>All Managers</p>	<p>PDR process and paperwork updated and relaunched in March 2014. Training delivered to all managers. Further review in early 2015.</p> <p>Maximise opportunities for project group, secondments, internal transfers, work shadowing and acting up</p> <p>Deliver 'Developing yourself & managing your career' workshops</p> <p>Review succession planning</p>
<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>	<p>5a. Review customer service approach including complaint handling process</p> <p>5b. Develop workforce skills to deliver excellent customer outcomes</p> <p>5c. Ensure that the right behaviours and attitudes are identified during recruitment processes</p> <p>5d. Identify & deliver improvements to customer contact through the Customer Contact Service project – Q2 & Q3.</p>	<p>Improve customer satisfaction rates</p>		<p>Task and finish group & workshops</p> <p>Review structure and working rotas. Team Leaders to apply call coaching techniques</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 & sharing success, best practice and innovation</p>	<p>6a. Review of Corporate Brief process.</p> <ul style="list-style-type: none"> ▪ Identify barriers and solutions to ensure effective cascade process ▪ Ensure effective 2-way communication processes <p>6b. Review of Induction and Welcomes sessions for new staff</p> <p>6c. Review and better utilise communications channels</p> <ul style="list-style-type: none"> ▪ Improve use of social media <p>6d. Celebrate our successes and good practices.</p> <ul style="list-style-type: none"> ▪ Promote good news stories through CEO and EMT Blog 	<p>Employee survey results demonstrate that employees feel that they receive good communication.</p> <p>Employee survey results demonstrate that employees feel valued</p>	<p>EMT All Managers, Comms Manager</p>	<p>Review of Corporate brief cascade process following feedback from staff</p> <p>Member and Officer workshops on using social media</p>
<p>Developing an agile and flexible workforce</p> <p>Making better use of Council assets</p>	<p>7. Adopting a flexible approach to working -Ensuring that we invest in, and make good use of ICT 'tools' and flexible working policies.</p> <p>8. Reviewing office space to maximise efficiency</p> <p>9. Helping employees to develop their career choices and move into new job roles</p> <p>10. Keeping our structures under review to ensure they are flexible enough to meet our needs.</p> <ul style="list-style-type: none"> ▪ Review all JD's at PDR and when role becomes vacant 	<p>Employee survey results demonstrate that employees feel that they have fair access to flexible working.</p> <p>Wider use of remote working and flexible working. Greater use of 'Hubs' and other sites.</p> <p>Employee survey results demonstrate that employees feel valued and that appropriate learning opportunities are fairly offered</p>	<p>EMT Head of ICT</p> <p>All Managers/ HR Manager</p> <p>EMT</p>	<p>Launch & promote Remote Working policy</p> <p>Sharing services, remote management of 'virtual teams'</p> <p>Exploring opportunities to 'free' Cambourne floor space and share with other partners & optimising shared service arrangements</p> <p>Deliver 'Developing yourself & managing your career' workshops</p> <p>Support given to employees to develop skills and knowledge</p> <p>Following Organisational Design principles</p>