



Organisational Development Action Plan

Leadership

Current Position

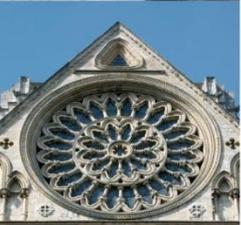
- Lack of visible leadership from CMT & CLG
- Role of CLG in the Rewiring Programme is not understood
- CMT is said to be 'out of touch' with front-line service delivery
- Managers are said to be risk averse
- Concern about the behaviour of some Members

What we need to focus on

- Building people's trust in CMT and CLG
- Being clear about what our expectations of managers are
- Involving CLG and Service to City Group in shaping and driving transformation
- Role modelling good behaviour and acting as staff would expect
- Demonstrating strong authentic leadership

How we will achieve this

- Clarifying the expectations of managers
- Develop the CYC Leadership framework
- Develop a CYC Leadership Development Programme
- Identify leadership skills needed by Members to strengthen their role in embedding neighbourhood engagement
- 'Back to the Floor' sessions for Directors to work with teams in a different Directorate



Culture



Current Position

- No overall sense of direction
- Priorities unclear
- Uncertainty about what difference the Rewiring Programme will make
- Paternalistic culture where staff are not empowered and a blame culture
- Silo working at all levels

What we need to focus on

- Building a clear and credible picture of where the council is heading and why
- Developing a culture where the resident is at the heart of everything we do
- Designing ways to embed the values and culture in our day to day work
- Celebrating where good behaviours and attitudes are demonstrated

How we will achieve this

- Confirming direction and priorities and sharing these
- Continue to build a strong relationships between CMT and Members
- Sharing the culture we want to encourage with all staff
- Using the Innovation Network to develop proposals for injecting creativity and innovation into the workplace
- Reviewing the Behaviour Standards to align with the culture we want
- Refreshing the eXtra Factor Award scheme

Employee Engagement



Current Position

- Poor communications and unclear messages
- Messages not being led from the top or cascaded to staff and partners
- Middle managers feel excluded and not able to influence transformation
- Existing communication methods are not well received

What we need to focus on

- Demonstrating that we value, respect and involve managers and staff
- Building a sense of community – Team York
- Having systems in place that improve how we share information
- Ensuring behavioural changes are successful

How we will achieve this

- Introducing a formal way of sharing information and receiving feedback
- Developing a new website with staff
- Involving staff volunteers to help design and deliver transformation
- Introducing quarterly staff road-shows led by Directors
- Involving CLG and Service to City Group in influencing and designing transformation
- Continuing Staff Engagement Forums with a planned programme of interventions

Workforce Development

Current Position

- Staff and managers unable to find the time to develop their capabilities
- Limited understanding that managers need different skills to lead their teams through change
- Staff desire to be trusted, innovative and empowered to get on with the job
- PDRs are seen as a tick box exercise
- Concern around retaining talent in CYC

What we need to focus on

- Knowing who fits the council and how to attract them
- Developing skills to build a capable and confident workforce
- Giving managers and staff confidence in HR policy and processes
- Ensuring that behavioural and workforce changes are successful by taking a people approach

How we will achieve this

- Developing a skills audit tool
- Developing a 'Rising Stars' Programme
- Introducing succession planning
- Develop a range of learning and development interventions that include strengthening: commercial skills, project management skills and resilience
- Introducing support and tools to help people go through change
- Appraising staff on time, valuing their contribution and managing poor performance better

