

## PK Offer Recovery and Renewal

Organisational  
Development Plan  
2020 – 2023

Full Council  
7 October 2020



## Our recovery & renewal ambition

- We recover from the impacts of the COVID 19 virus, develop a stronger economy and become a more sustainable and prosperous place to live and work
- We learn from the experiences of the pandemic, add pace to the Perth & Kinross offer and “build an even better Council” around Education and Learning, the Economy and Environment underpinned by Equalities and Empowerment





## Our draft Recovery & Renewal Principles

<b>Bold vision</b>	We will be ambitious and agile in our approach and thinking to develop the "Offer" and deliver a bold vision for everyone to live life well.
<b>Enabling</b>	We will enable a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to "Offer". We will address inequalities and focus on areas of specific need.
<b>Partnership</b>	We will develop joined up solutions and integrated approaches, connecting all forms of resources together in new and productive ways.
<b>Kindness</b>	<p>We will treat everyone fairly with kindness, compassion, respect and dignity. Our new ways of thinking and doing will include everyone.</p> <p>We will nurture a think yes culture, act upon our values, and reflect upon our learning and progress to enable continual development.</p>



## Developing our "OD Offer"

- Our OD Work is aligned with The PK Offer and will support and develop our recovery and renewal workstreams and approach
- Our OD Offer is based upon what we think – and know from previous engagement and consultation - that our workforce wants
- We will seek feedback and suggestions on getting this right

## Our Organisational Development Offer

Our Offer to you is that <b>we will</b> ;	Our ask of you is that <b>you will</b> ;
Listen to you and provide bespoke support to achieve your individual needs and team objectives	Participate fully, reflect on your experience and use what you have learned to make a difference in your role and team
Nurture and develop effective leaders who focus on creating the environment that enables colleagues to develop, deliver and flourish	Be curious and willing to learn, seeking out opportunities and keeping an open mind to development
Promote and care for your health and wellbeing	Practice self care and ask for support when required if not already offered
Promote an empowering culture where everyone irrespective of role, recognises the value of their contribution and is accountable for delivery.	Be accountable, positive and take responsibility for your behaviours and actions
Put people at the heart of all the work we do	Put people at the heart of your work
Believe you have something to offer	Believe you have something to offer

## Our organisational development journey 2020 - 2023



Programme	Key Features		
<b>Enabling Culture Change</b>	Training and development of UGR's and UGR Leads	Promote and embedding a coaching culture	Development of values & behaviours
<b>Developing our Leaders</b>	EOT / CMG Development Framework	Engagement of leaders and completion of needs analysis assessments	Development of Aspiring / Leaders of the Future incorporating Induction / Succession Planning
<b>Maximising Potential</b>	Engagement / Consultation / Review of Development Discussions	Development and Integration of Leadership Management System	Engaging and promoting coaching and performance culture
<b>Nurturing Health &amp; Wellbeing</b>	Staff surveys & temperature checks	Information Hub & internal engagement	Bespoke workshops, conferences
<b>Elected member development</b>	Development Needs Analysis & Individual Plans	Schedule and delivery of bespoke support sessions and events	Strengthening external networks and development support



## Enabling Cultural Change

We want everyone to have a clear understanding of the expected values, behaviours and ultimately culture, here at PKC. Aligning with our strategic aims, we need to develop a culture where everyone is included in the journey.

### OUR GOALS;

- Adopt agreed values and behaviours which set the tone and culture of PKC
- Encourage open and honest discussions with our workforce
- Collaborate on our cultural journey through various engagement opportunities open to all
- Develop our wider “Employee Offer”



## Developing Leaders

Everyone can be a leader in our organisation, at any level. This is not managing others but meeting challenges, accountability for your own actions, role modelling our organisational behaviours and becoming the change you want to see.

### OUR GOALS;

- Increase leadership development opportunities
- Design and implement Aspiring Leaders programme for our potential future leaders
- Promote a coaching approach and culture for everyone
- Provide learning opportunities and programmes where everyone can acquire the skills and experience to show leadership at any level



## Maximising Potential

Maximising performance and potential is about developing a process that enables employees and managers to build relationships, clarify expectations, set priorities and agree developmental goals. It can help set a path for each individual to add value to our organisational objectives, contributing to the best of their ability.



### OUR GOALS;

- Review existing Development Discussion process and carry out needs analysis with our workforce
- Developing a shared understanding of performance management and embedding an agreed approach
- Concentrating on development as well as performance
- Investing in a robust Learning Management System which provides ongoing support, data and evidence

## Nurturing good health & wellbeing

The wellbeing of our employees has never been more important. Having healthy and happy employees matters. It makes us a stronger, more resilient organisation and improves performance. We are creating a culture that places value and promotes good health and wellbeing in all aspects of their lives.



### OUR GOALS;

- Promote the importance of health & wellbeing widely
- Offer responsive support and interventions for our employees when required
- Cultivate a resilient, open and honest culture where people can speak up



## Elected Member Development

Elected Members are skilled and experienced in setting the strategic direction of the organisation. This is the key to our success so ensuring learning support and development plans are in place for Members is key and will allow us to work towards a consistent and united culture. Supports offered will include;



- Individual Development Needs Analysis
- Bespoke Service Briefings to keep abreast of developments and changes
- Access to online learning and support modules
- Scheduled development sessions on general topics (e.g. Media Training)
- Using external networks & organisations such as the Improvement Service online platform/ COSLA guidance
- Coaching / mentoring platforms
- Support for digital skills

## The OD offer in practice 2020 - 23



Personal Development	Team Development	Leadership Development	Organisational Development
<ul style="list-style-type: none"> <li>• Coaching</li> <li>• Resilience Coaching</li> <li>• Mentoring</li> <li>• Learning programme</li> <li>• eLearning platform</li> <li>• Induction process</li> <li>• Bespoke development plans</li> <li>• Health &amp; Wellbeing events, tools and conferences</li> </ul>	<ul style="list-style-type: none"> <li>• Bespoke team building sessions</li> <li>• Team resilience</li> <li>• Team trust and healthy conflict</li> <li>• Insights Team Discovery</li> <li>• Afina Team Coaching programme</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching</li> <li>• Mentoring</li> <li>• Project Lift (self assessment questionnaires / career conversations)</li> <li>• Succession Planning</li> <li>• Talent management</li> <li>• Leadership attributes and development</li> <li>• Direct conversations and challenge</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Change</li> <li>• Unwritten Ground Rules</li> <li>• Values and behaviours</li> <li>• Change Management</li> <li>• Developing employee offer and experience</li> <li>• Development discussion review and maximising potential</li> <li>• Staff engagement and feedback</li> </ul>

## **Organisational Development Plan 2020 – 2023 Background Information**

### **The role of Organisational Development**

We have bold and ambitious aims to transform the way we work with our communities, citizens, partners, businesses, employees and other stakeholders and; to ensure that public services can be co-created and delivered sustainably to achieve better outcomes for the people of Perth & Kinross.

To achieve these aims will require a cultural and behavioural shift in how we build and sustain relationships, deliver our services and carry out our day to day roles. Building upon the many examples of best practice already evident in the organisation, it is the role of Organisational Development to support and develop our individuals, teams, leaders and elected members to enable them to undertake any changes required.

Our Organisational Development Plan has been developed as an “Offer” of different learning programmes, packages and supports. These are designed for different groups and levels within the organisation; individual; team; leaders; organisational and our elected members. It outlines our approach to achieving these aims and the workstreams that will support and nurture our people to Think Yes. In addition, we will support and develop approaches in partnership with other areas of the organisation and wider colleagues to continue increasing the capacity of volunteers and communities to get involved and influence our work.

### **Community engagement and capacity building**

Community capacity building activities carried out by PKC Community Learning and Development (CLD) are a priority activity within the Community Learning and Development Plan (2019-2022). This is a statutory plan required by Education Scotland which sets out the commitments of PKC and its partners to deliver CLD which improves people’s lives and increases equality. CLD supports people and communities to engage in learning, personal development and active citizenship. Key priority groups for the Plan include volunteers and community groups, building their capacity to be positive influencers in their local area.

It is acknowledged that as we all have different skills and experience in working and engaging with our various communities, businesses, partners and people, we

need a flexible and responsive approach to the learning and support made available.

Workstream	Actions	Responsibility
Community capacity building	<ul style="list-style-type: none"> <li>• Literacy support</li> <li>• ESOL training</li> <li>• Good governance</li> <li>• Funding bids</li> <li>• Building local networks and partnerships</li> <li>• Business Planning</li> <li>• Community asset transfers</li> </ul>	Communities team
Volunteer Support	<ul style="list-style-type: none"> <li>• Supporting local volunteer groups (Bloom groups, Duke of Edinburgh, business volunteering to help charities with specific needs)</li> </ul>	Communities team; Greenspace team; Housing team; HR team; Services for Young People (via DoE); Community Care
Employee development re: Community engagement, collaboration, coproduction	<ul style="list-style-type: none"> <li>• Walk a mile in someone's shoes</li> <li>• Learning lunches</li> <li>• Shadowing &amp; observing</li> <li>• Coaching, facilitation and negotiation skills</li> <li>• Short films and animations</li> <li>• Infographics</li> <li>• Engagement events</li> </ul>	Communities team; Organisational Development team



## Key areas of Organisational Development Progress

Our OD Plan focusses on four key programmes of work over the next three years;

- **Enabling Cultural Change**
- **Developing Leaders**
- **Maximising Potential**
- **Nurturing good Health & Wellbeing**

Based around these four areas, we are developing an online resource for employees, managers and elected members to access information, resources and materials in relation to the specific supports, tools and development opportunities available. At present, all these programmes will be developed and delivered online with virtual events, conferences and team development sessions offered. In this new virtual world, we are inhabiting, it is important that all learning and development opportunities for the foreseeable future are available online and while working from home. Although we are hopeful that the traditional organisational development support and face to face individual or group will commence at some point in the near future, this is not yet feasible as our offices remain closed and the majority of staff carry out their duties from home. Moving forward, our preference would be for a hybrid of activities that cater to our different preferences and learning styles – allowing everyone to actively take part and get involved.

In terms of our online approach, however, it has become clear that the PKC workforce have adapted well to this new way of working and since March 2020, our online learning platform has experienced an increase in usage from 43% to 86%. We have had feedback on various reasons for this such as;

- ongoing regulatory courses required for continuing professional development
- updating essential eLearning modules
- staff, keeping abreast of training opportunities
- retasked staff carrying out learning and development modules to increase competency and prepare for new roles
- recovery and renewal eLearning programmes – teams are requesting eLearning solutions in future to support induction and staff learning e.g. Assessing and Charging, First Aid, Climate Change and Sustainable Development and Fuel Poverty. A one day first aid course was developed and published by Organisational Development mid-August and 83 staff have completed this learning to date.

There has also been an increase in staff accessing online learning and development materials through the PK Learning website and other available online channels and links. This signifies a huge cultural shift in not only how we carry out development and learning but fundamentally in how our workforce is experiencing the “way we do things around here”.

## Culture and principles

In 2019, we held around 30 employee events to discuss the PK Offer and how we can bring this to life with a culture of empowerment, Think Yes and Just do it! Moving in this direction, may mean a cultural and behavioural change for some of us, both as employees and/or managers.

Our culture is experienced differently by all of us although we all contribute. It is made up of our own expectations, past experiences, philosophy and differences. It is based upon the shared attitudes, beliefs, customs and rules (written and unwritten) that have been developed over time and are considered acceptable to us. We show our organisational culture to others in the way we conduct ourselves and communicate with others – how we move forward, change and develop.

Our culture needs to underpin and support our organisational aims and principles. For our recovery & renewal programme, we have set out the following internal draft principles which although set a focus and direction, may change and evolve as we continue our engagement discussions;

<b>Bold vision</b>	We will be ambitious and agile in our approach and thinking to develop the “Offer” and deliver a bold vision for everyone to live life well.
<b>Enabling</b>	We will enable a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to “Offer”. We will address inequalities and focus on areas of specific need.
<b>Partnership</b>	We will develop joined up solutions and integrated approaches, connecting all forms of resources together in new and productive ways.

<b>Kindness</b>	<p>will treat everyone fairly with kindness, compassion, respect and dignity. Our new ways of thinking and doing will include everyone.</p> <p>We will nurture a think yes culture, act upon our values, and reflect upon our learning and progress to enable continual development.</p>
-----------------	--

These principles underpin the culture we are working towards and will be reflected in our key programmes and the resulting projects.

## Engagement and consultation

We want our employees to be clear what we mean by Organisational Development, how it affects them and what development opportunities are available to them. Cultural change will only become a reality if everyone engages and understands their own contribution. To ensure that we are engaging and listening in relation to our proposed approaches, we will be adopting a few specific methods;

1. Unwritten ground rules (UGRs) – we will be carrying out an in-depth project with around 30 UGR Leads being trained internally to facilitate smaller group meetings and events where teams can discuss culture and how they think we could build upon where we are now and what we can improve.
2. Staff surveys and temperature checks – our OD Plan will impact on each team and every individual. In using employee engagement mechanisms, we will clarify the development support our people need and want.
3. Discussion sessions – we will hold learning events to ask for feedback and suggestions in relation to our OD Plan and organisational development support in general.

It is important that we include everyone who wants to get involved, in our organisational development approach. While a plan in “black and white” is useful to relay our intent and be clear on priorities, it is the discussions, engagement and two-way communication that we hold with our people that will capture hearts and minds and lead us forward into an organisation that is working towards building a better Perth & Kinross.



## Elected Member Development Plan

In addition to our four organisational workstreams, we are also developing a fifth workstream to ensure a consistent and structured framework for Elected Member development. As our Members are responsible for setting the strategic direction of the organisation while providing healthy challenge and support to Officers, it is important to ensure that they are equipped for and supported in carrying out these demanding roles.

Ensuring that we support their learning and development effectively will allow us to work together to achieve our aims and ultimately, a united culture. It is proposed that individual development plans are created which will be reinforced with specific and general learning opportunities including;

- Specific services conduct bespoke briefings around areas of interest and development throughout the year when appropriate.
- Range of online modules and packages that are available for Elected members to work through at their own pace.
- Scheduled development sessions based upon need or request e.g. Media / digital Training
- Coaching and Mentoring
- External networks and organisations e.g. Improvement Service online platform is a free service for Elected Members in Scotland to access information, guidance, development and support.  
<https://www.improvementservice.org.uk/what-we-do/support-for-elected-members>

We will also use our PK Offer / Renewal and Recovery Member Officer Working Group to give a steer on any areas of learning and development requested by the wider Member group.

## Evaluating and Monitoring our OD Programmes

To ensure we remain responsive and flexible in delivering the Organisational Development Plan, it is important that we measure the impact and success of our learning and change programmes, reflecting on the final results and overall value. To do this, it is proposed we adopt Kirkpatrick's Model of training evaluation which consists of four distinct stages as below:

	1.Reaction	2.Learning	3.Behaviour	4.Results
<b>Definition</b>	Feedback on experience and	Difference between performance	Transfer of knowledge and	Quantifiable impact on the organisation

	reaction of learners	pre and post learning	success "on the job"	
<b>Sources to be used</b>	-Feedback Surveys -Scales/Ratings	-Pre/post self assessments -Focus Groups -Sharing	-Manager feedback -Peer comments -Mentoring / Coaching	-Culture temp checks -staff surveys - feedback -employee stats (promotion)

The first two levels are carried out by the Organisational Development and integrated into learning programmes. Levels three and four are more complex and require a higher level of manager and individual accountability and involvement. To carry out all levels of evaluation effectively, the introduction of an online Learning Management System is being explored. This will allow all aspects of learning and support to be recorded electronically and a joined up approach between all parties involved.

## Risks

At present, we are unable to carry out any face to face development sessions and are supporting our colleagues to learn remotely via online resources. However, we remain hopeful that a hybrid approach of both online and in person learning and development will be reintroduced in the coming months as restrictions continue to ease. There are both benefits and risks of an online only approach and we have outlined below some of these risks and the ways in which we can mitigate against them:

Risks	Mitigation / Benefits
Engagement can be challenging and not everyone will want to get involved online and some of our workforce do not have day to day access to a computer in their roles.	We have been using MS Teams technology to great effect internally and will trial other ways this can work externally as well as using tried and tested methods such as social media and telephone.
Resilience of I.T. infrastructure as we continue working from home longer terms in greater numbers.	I.T have been responsive and efficient – adapting new ways of coping with the demand for homeworking on our systems.

Resourcing; not having the required amount of dedicated time or people to work effectively in this area which can lead to over promising and under delivering.	Online learning can be cost effective per person and requires no travelling costs and time. Some online learning requires no facilitation and allows people to work through at their own pace.
New waves / strains of Covid-19 and the uncertainty faced in this area has the potential to cause further disruption.	Once developed, online learning can be easily updated and be available to a large number of employees at the same time.
Lack of intelligence and information gathering in some areas means we will need to find creative ways of reaching all of our communities.	Communities have come together and worked to protect the most in need and we have witnessed more volunteering, togetherness and community cohesion during this time than ever before.
Gaps in existing data for external engagement. We have not been able to make contact with people using our services in the same face to face way and will need to ensure that we find different methods of engagement.	For some people who live rurally or are unable to travel, online meetings and events have been a welcome addition to their lives. They have felt included in meetings that they would have been unable to before and are keen to see us continue and develop these ways of working.
This is a new way of working so reluctance to change, take risks or think creatively and reverting to what we have always done.	People have embraced the enforced new ways of working and we have seen a real increase in online learning and engagement. We need to continue to think creatively around this so we can include these new ways as we increase our face to face interactions.