

Culture - through our collaborative culture we will empower employees to change and improve the organisation by encouragement and empowerment	This outcome will be achieved by this overall plan										
Engagement - we will develop the coaching conversation skills of all of our leaders, so that we can support the work and performance of colleagues on a day to day and week to week basis, rather than twice a year during their formal performance review meetings	MD/HC										
Engagement - we will further develop our professional coaching capacity in the Council to increase the number of employees we can offer coaching to	MD/HC										
Culture - we will develop and embed a set of behavioural competencies for the workforce as a whole, so employees know what kind of behaviours they can expect from each other and are aware of what is expected from them	PB/MD/JB										Comment - behavioural competencies - competency framework. Action develop a competency framework focussing on behaviours. Value based interviews, Kate Davies. Behavioural competencies trust and value.
Culture - we will further improve the Individual Performance Review process so that it manages and supports performance in respect of both our objectives and the behaviours expected from us	PB/MD										Comment - we need to digitalise this also for 21/22 once system is procured
Engagement - we will build further on how we recognise the good work of staff, for instance through immediate real time thanks, praise and recognition arrangements. As part of this we will explore procuring / developing a platform which will enable managers and staff to better instantly recognise and praise the work and behaviour of colleagues	PB/JB/MD										
Engagement - we will develop better mid-term workforce planning and develop an engaging and compassionate leadership style, through which we involve all employees in conversations about and in designing how their services can be best delivered in the future	This outcome will be achieved by this overall plan										
Culture - we will actively listen to feedback from staff surveys and our pulse surveys and will use the findings to inform our next cultural steps and to assess the impact of our ongoing actions	MD/JB										
Engagement - Working with Engage4Change, we will review, enhance and develop more ways for employees to be able to readily and freely feed up, down and across the organisation, their thoughts, ideas, views and opinions	MD										
Engagement - we will review and simplify our policies for managing workforce change, ensuring they are fit for purpose, enabling and transparent	JB/SH										
PILLAR FOUR - Developing our capability and capacity											
Introduction to this pillar - One of the main drivers for engagement will be through an effective compassionate and participative leadership style as detailed above. Whilst this will be a key driver of engagement, stronger and fuller engagement will be supplemented by a number of other key actions/levers we need to develop, including:	PB										
Development - we will promote induction standards to ensure comprehensive induction for all new starters, including staff managers and Members	LG/HC										
Development - as part of annual workforce planning we will identify our future skills gaps and the newly emerging skills required through our organisational and service strategies and plans, to provide a programme of skills development to support colleagues across the Council, in line with the 21 st Century Public Servant model	LG										

Health & Wellbeing - we will deliver an annual series of health guidance and screening events around the County	JB										
Health & Wellbeing - we will ensure employees who undertake any activities which require health surveillance, receive the required surveillance e.g in respect of HAVS	JB (BAU)										