

Employees at our Staff Awards

# ORGANISATIONAL DEVELOPMENT STRATEGY 2023-2027





Employee Conference 2022

# Foreword



**Theresa Hodgkinson**  
Chief Executive Officer

Our ambition is to be “Great” across all our services.

Our focus is to look forwards.

We are ambitious and are working with our partners to make a difference for the people of Ashfield.

We know that in many areas we already excel, but we want all our services to be the best. We are doing this through sheer determination and the belief that Ashfield and our residents and businesses deserve more.

Our ambition is for everyone who lives, works and visits Ashfield to be proud to do so.

We are continuing our positive journey and writing our new story, it’s the people that make Ashfield and community is at our heart.

Our workforce matters; we are focussed on employing, retaining and developing talented, proactive and highly engaged employees ‘living and breathing’ our values.

**We’re raising our sights, looking to the stars.**





Trade Union representatives meeting with an Executive Director

# TU Statement

**We work closely with management, HR and employees to create a great place to work. We meet with management and HR regularly and are actively involved in negotiations and consultations regarding key employment policies and issues. Management listens to our views and by working together we achieve better outcomes for the workforce. The Organisational Development Strategy shows the commitment the Council has made to the workforce.**



# The Strategy

**The Organisational Development Strategy enables the Council to plan for the future with a clear focus on improving services. All employees are vital to the delivery of improved services for local communities.**

The Council is committed to its employees and their ongoing development.

**The Strategy outlines the needs of our workforce now and in the future:**

- Attracting and retaining the right employees
- Providing the development needed to allow all our employees to grow and progress
- Developing, supporting and embedding the desired organisational culture
- Managing talent and planning a workforce for the future

The Strategy aims to ensure we have the right workforce with the right skills in the right place at the right time to deliver great services to the District recognising the challenging financial environment.

The Strategy is underpinned by an Action Plan which sets out measurable milestones and targets which are regularly monitored by the Senior Leadership Teams.



An employee engaging a resident about recycling at Ashfield Day



# Our Values

To ensure we deliver high quality public services we have adopted a set of corporate values which underpin the successful delivery of our Corporate Plan priorities. How we work is as important as what we do.



## People Focussed

Putting people at the heart of what we do

## Honest

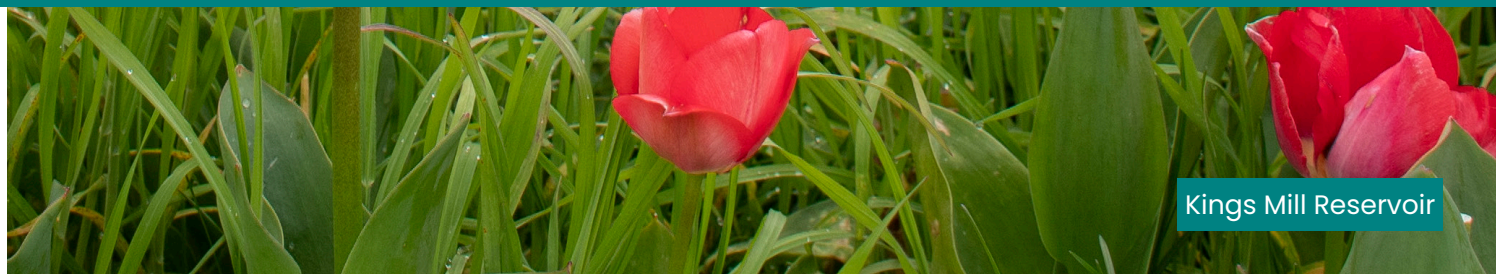
Being honest with people in an open and transparent way

## Proud

Being proud that Ashfield is a positive place to live, work and visit

## Ambitious

We are ambitious about Ashfield's future





# Our Workforce

**The organisational culture will be focussed on innovation, engagement, empowerment, accountability, customer first and transformational change.**

Our Workforce matters: the Council will employ and retain talented, proactive and highly engaged employees “living and breathing” the values and competency behaviours.

Our Employees will be adept at working in partnership and across departmental and organisational boundaries to solve customers’ problems and provide improved services.

Our Employees will be more representative of the communities we serve.

Our Employees will embrace flexible and hybrid working.

Our Employees will work for a desirable “employer of choice”.

Our Employees will be trained, qualified and experienced to deliver great services which meet the current and anticipated service needs.

Our Employees will have the skills, abilities and confidence to meet the needs of services for the future.



Council Waste Crew in action



# Our Commitment to Employees

**Through the implementation of the Organisational Development Strategy and the associated Action Plan, we will:**

- Embed the desired organisational culture
- Provide a motivated, flexible and skilled workforce.

**We are:**

- Planning our workforce for the future, continuing to review our organisational design
- Building critical skills and competencies for the organisation
- Ensuring the health and wellbeing of our employees

**Underpinning the key themes of the Organisational Development Strategy is our commitment to Employees. The Council will:**

- Value our employees and will recognise their efforts and commitment
- Treat employees fairly and respectfully
- Engage with and consult with employees and Trade Unions on key issues affecting the organisation
- Maintain its commitment to workforce planning/development and support employees through challenging changes
- Maintain its commitment to workforce health and wellbeing support for all employees

## Themes

Our Organisational Development Strategy will be delivered through 3 key themes:



Valuing Our Employees



Transforming Our Organisation



Developing Our Employees



An employee at our Depot



# Valuing Our Employees

## Priorities

- Ensure we attract, recruit and retain the best workforce
- Ensure the health and wellbeing of our employees is at the heart of what we do
- Ensure our workforce is diverse and inclusive and employees feel valued for who they are and what they achieve
- Ensure our employees feel recognised for the great work they do and that their successes are celebrated

## How we will achieve this

- Provide good terms and conditions and fair pay
- Develop the Ashfield brand, ensuring that current and potential new employees are clear that the Council is a great employer and a great place to work
- Deliver an on-boarding programme to ensure new employees feel immediately connected to the organisation and are able to fulfil their roles
- Enhancing work/life balance
- Delivery of a programme of work placed health and wellbeing initiatives
- Promote diversity and inclusion through our policies, procedures and practices to attract, develop and retain a diverse workforce
- Ensure all our employees are kept informed and engaged
- Review reward and recognition to help underpin our performance culture ensuring success is celebrated



Employees engaging with residents at a community event



# Transforming our Organisation

## Priorities

- Ensure that we are a learning organisation, where people are enabled and encouraged to grow their knowledge, skills and opportunities
- Ensure managers are supported to be confident leaders
- Embed workforce planning into service planning to ensure our workforce is made up of the right workforce, with the right skills, at the right time, in the right place
- Ensure our employees are empowered to deliver great services
- Ensure decisions are made at the lowest possible level in the organisation
- Embedding the Working Together Ethos

## How we will achieve this

- By living and breathing the Corporate Values
- Undertake an employee survey / organisational culture every two years
- Undertake a comprehensive Workforce Planning Audit and develop an action plan across all services
- Embed Decision-Making Accountability (DMA) Principles
- Provide clarity on expectations, responsibilities and delegations at all levels
- Empower the workforce
- Ensuring performance management is embedded throughout the organisation



Chief Executive Theresa Hodgkinson  
in court with Legal Services



# Developing Our Employees

## Priorities

- Ensure all employees have clear objectives for their job role and guidance on the standards they are expected to achieve
- Ensure all employees receive regular support and guidance from their manager
- Ensure all employees regularly receive feedback on their performance and the opportunity to discuss their development needs
- Embed competency based recruitment, development and upskilling at all levels
- Ensure all employees have the skills required to succeed in their role
- Embed Mentoring and Coaching as a performance tool

## How we will achieve this

- Embed Leadership Competencies
- Ensure a culture of continuous and lifelong learning
- Upskill employees to operate effectively within an agile working environment
- Ensure leaders can effectively manage in an evolving work environment equipping leaders and managers with the skills to utilise technology
- Supporting managers to manage people performance
- Recognise and develop our existing talent pool
- Succession planning
- Provide opportunities for all employees to enhance their skills including digital upskilling



An employee engaging a tenant at a housing court