

DRAFT - ORGANISATIONAL DEVELOPMENT STRATEGY 2023-2030 ACTION PLAN

Work Well Action Plan

| | Work Well Action Plan | Lead Service | Responsible Officer | Complete By |
|------|--|------------------------------|---------------------|----------------|
| 1.01 | Review and update employee survey to include measures on how working conditions affect workers well-being. | HR, Strategy and Performance | Carmen MacDonald | December 2024 |
| 1.02 | Develop an eLearning Resilience Training course to provide employees with the tools needed to build resilience to better manage challenges and maintain good personal wellbeing. | HR, Strategy and Performance | Murdo A. Mackay | December 2024 |
| 1.03 | Develop an Employee Resilience Programme to enable managers to support employee's health and wellbeing. | HR, Strategy and Performance | Carmen MacDonald | September 2025 |
| 1.04 | Develop an eTraining course based on the Comhairle's 'Management Guidelines Regarding Stress Prevention'. | HR, Strategy and Performance | Murdo A. Mackay | September 2025 |
| 1.05 | Develop health promotion publications to support health and wellbeing. | HR, Strategy and Performance | Carmen MacDonald | March 2026 |
| 1.06 | Refresh wellbeing training material and roll out training to management to support sickness absence, stress and wellbeing initiatives. | HR, Strategy and Performance | Carmen MacDonald | March 2026 |
| 1.07 | Undertake a prioritised programme of service level reviews on the management of stress with the aim to reduce sickness absence and build resilience in the workplace. | HR, Strategy and Performance | Murdo A. Mackay | March 2027 |
| 1.08 | Progress the 'Carer Positive Employer' award to help embed an organisational culture of support for employees who are working carers and to achieve Carer Positive Exemplary Status. | HR, Strategy and Performance | Carmen MacDonald | March 2030 |

Work Smart Action Plan

| | Work Smart Action Plan | Lead Service | Responsible Officer | Complete By |
|------|---|------------------------------|---------------------|-------------|
| 2.01 | Undertake a review of other innovative working practices to further enhance service provision whilst supporting employees work life balance in line with best practice. | HR, Strategy and Performance | Norma Skinner | March 2030 |
| 2.02 | Explore digital efficiencies that will support the delivery of services to operate in a more effective, accessible and efficient way. | Assets and Infrastructure | Malcolm Nicol | March 2026 |
| 2.03 | Identify capital and revenue budgets for smart working. | Assets and Infrastructure | Calum Mackenzie | March 2026 |
| 2.04 | Develop a 'Future Office Environment' plan, in partnership with Chief Officers, to finalise and inform hybrid working arrangements. | Assets and Infrastructure | Calum Mackenzie | March 2025 |
| 2.05 | Review and update the Corporate Standards Guidelines and Templates to ensure compliance with the Public Sector Bodies Accessibility Regulations. | Law and Governance | Tim Langley | March 2025 |
| 2.06 | Ensure websites (intranet and extranet) and mobile applications are compliant with the Public Sector Bodies Accessibility Regulations. | Assets and Infrastructure | Malcolm Nicol | March 2026 |
| 2.07 | Undertake a review of service's customer satisfaction surveys and develop a standardised survey for all services to use. | Finance | Malcolm Macpherson | March 2026 |
| 2.08 | Develop a policy for hybrid working, in partnership with Chief Officers, to provide guidance on hybrid working arrangements. | HR, Strategy and Performance | Norma Skinner | March 2025 |
| 2.09 | Continue to provide feedback from Exit Surveys periodically to Chief Officers to inform service improvement and enhance organisational development. | HR, Strategy and Performance | Fiona Knape | March 2030 |
| 2.10 | Develop a 'Workforce of the Future' Employee Forum to strengthen engagement with the Comhairle's younger workforce, aged 16-24. | HR, Strategy and Performance | Dolina Smith | March 2030 |
| 2.11 | Align employees digital skills with National Competency Frameworks. | HR, Strategy and Performance | Dolina Smith | March 2026 |

Work Sustainably Action Plan

| Work Sustainably Action Plan | | Lead Service | Responsible Officer | Complete By |
|------------------------------|--|------------------------------|---------------------|-------------|
| 3.01 | Develop an Elected Members Training and Development Programme to enable elected members to update and enhance their knowledge, skills, capacity and capabilities to deliver Best Value and perform their leadership roles. | Law and Governance | Derek MacKay | May 2027 |
| 3.02 | Develop a refresher resilience training programme to ensure employees are equipped with the knowledge and skills required to carry out their role effectively. | HR, Strategy and Performance | Murdo A. Mackay | March 2026 |
| 3.03 | Review and update the Performance Management Framework to ensure that the key drivers and objectives of the new Organisational Development Strategy are entrenched in the Framework. | HR, Strategy and Performance | Fiona Knape | March 2027 |
| 3.04 | Continue to develop and review employment policies annually ensuring equal pay compliance. | HR, Strategy and Performance | Carmen MacDonald | March 2030 |
| 3.05 | Identify revenue budgets annually for corporate training needs. | HR, Strategy and Performance | Dolina Smith | March 2030 |
| 3.06 | Promote and develop apprenticeship programmes to ensure determined future workforce needs are met. | HR, Strategy and Performance | Dolina Smith | March 2026 |
| 3.07 | Develop a skills training programme to empower employees to work towards promoted posts or to encourage a change in career within the Comhairle, especially for hard to fill posts. | HR, Strategy and Performance | Dolina Smith | March 2026 |
| 3.08 | Establish opportunities for secondments within the Comhairle for employees to gain experience in other areas of work. | HR, Strategy and Performance | Norma Skinner | March 2026 |
| 3.09 | Review, refresh and update online courses periodically to ensure the training content is up to date. | HR, Strategy and Performance | Murdo A. Mackay | March 2030 |
| 3.10 | Review and update the programme of training for managers in line with the new workplace changes. | HR, Strategy and Performance | Norma Skinner | March 2026 |
| 3.11 | Support services to upskill employees with the skills to manage technology and data and to acquire basic digital skills, including Microsoft 365 productivity apps. | Assets and Infrastructure | Malcolm Nicol | March 2026 |
| 3.12 | Rollout NPA Digital Literacy SCQF level 3 as a choice qualification to all four secondary schools to help learners develop essential and accredited digital skills in preparation of future employment opportunities. | Education | Donald A. Macleod | March 2027 |
| 3.13 | Develop a Strategic Learning and Development Programme to help the Comhairle build a sustainable workforce. | HR, Strategy and Performance | Dolina Smith | March 2027 |