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AUDIT AND PERFORMANCE REVIEW PANEL

TUESDAY, 30TH AUGUST, 2016

At 7.00 pm

in the

COUNCIL CHAMBER - TOWN HALL,

<u>SUPPLEMENTARY AGENDA</u>

<u>PART I</u>

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Report for: INFORMATION

The Royal Borough

Windsor & Maidenhead

Contains Confidential or Exempt Information	NO - Part I
Title	Transformation Programme, Right People, Right Tools - Learning and Development
Responsible Officer(s)	Alison Alexander, Managing Director and Strategic Director, Adults, Children and Health.
Contact officer, job title and phone number	Terry Baldwin, Head of Human Resources
Member reporting	
For Consideration By	Audit and Performance Review Panel
Date to be Considered	30 August 2016
Implementation Date if Not Called In	N/A
Affected Wards	None

REPORT SUMMARY

In 2016 Cabinet approved a Transformation Plan with three strands: Knowing Our Services Programme; Having the Right People and Tools Programme and Delivering Differently Programme. This report provides the Audit and Performance Panel with information on the progress on strand two: Having the Right People and Tools.

To deliver a comprehensive programme that secures the right people and tools in the organisation the Learning and Development function of t he council was centralised. Centralisation of the team has impacted significantly on the strategic delivery of the transformation strand. Therefore the focus of this report is on the work of the new team against expectation.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Audit and Performance Review Panel to**:**

i. Review the work to date under the transformation programme – right people and tools.

2. BACKGROUND

Transformation

2.1 The Royal Borough's Transformation strategy states, "Our transformation programme is designed to respond to the changing environment of local government. The public sector is at a turning point in its evolution; change is the norm and 'change ready', agile and commercially focused public service organisations are required.

Anticipated outcomes of our transformation programme By 2018 we expect to be a council which is:

- **Resident Focused –** Our customers will be able to access some services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the customer, to ensure our staff have the right information and our customers receive consistently high levels of service, resolved at the first point of contact. Service will be provided at the point of need, be that in council buildings, through our libraries, through partner buildings and, if needed, in customers' homes.
- **Value for Money –** RBWM will be 'Lean', in terms of efficient and effective processes. We will implement a 'mixed economy' of different delivery models for our services, adopting the best model for each service, rather than a one size fits all approach. Being flexible about our future operating models will provide us with the ability to flex the size and shape of RBWM over time to meet demands and pressures, such as funding, demographic and policy changes.
- **Delivering Together –** We will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our operating models will make us a sustainable council. We will continue to champion the Big Society, and will have devolved service provision through local partners and communities where the will to do so exists. We will also seek to optimise use of our assets and be smarter in our procurement activities.
- **Equipped for the Future –** We will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional, trained officers with real ambition for our communities; a flexible and agile council that is an employer of choice in our sector and which residents are proud of.

STRAND TWO - 'HAVING THE RIGHT PEOPLE AND TOOLS'
To do this successfully we will require leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for communities and the council alike. A key part of our transformation programme will be creating a strong 'can do' organisational culture, with modern managers and modern management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;

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- Managers who have a shared understanding of change and project management and who can employ an 'Agile Approach' to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management such that they can ensure optimal decisions, management of risk, precision of action and required performance;
- Staff at all levels act in line with the councils CREATE values."

2.2   To deliver our ambition of the transformation programme the council decided to pull together all learning and development across the organisation to ensure the focus was on ensuring the workforce had the right tools to be effective leaders and managers, who can manage projects in a system way and display the councils CREATE values.

Learning and development team

2.3   The purpose of the team is to deliver the key strategic priority of equipping ourselves for the future, delivering the transformation strand on having the right people and tools and to secure positive resident outcomes, through supporting our workforce with the development they require to perform their roles to the best of their abilities. The team has worked in the first six months to reduce duplication of effort and place a greater focus on the development and use of alternative learning methods, such as eLearning. Some key activities which have been undertaken include:
- Undertaking a training needs analysis.
- Development of a council wide training programme aligned to the strategic priorities and the transformation strategy.
- Increasing the skill set of front line managers through, appraisal training and sickness absence management.
- Development of the workforce leadership knowledge, skill and ability.
- Development of the Senior Leadership Team.

Training needs analysis

2.2   Prior to October 2015 service areas within the council organised training to meet employee's requirements. This meant areas made decisions on training activities which led, at times, to duplication of training, varying standards and an inconsistent approach to the recording of development activities.

2.4   Following the creation of the centralised team, a full training needs analysis, across the council was undertaken. Training needs were identified and budgets agreed with managers for the delivery of year one programme, see appendix 1: Training calendar. Tables 1, 2 and 3 summarise the key focus of the training needs analysis for each directorate.

Table 1: Key focus for Corporate and Community services

Statutory training	A review of the requirement of statutory training is ongoing. Statutory training has been commissioned, including fire warden training, first aid and tree management, but further analysis is to be undertaken to ensure that the directorate is compliant with all

	requirements.
Leadership development	Individual leadership potential has been considered and an externally accredited qualification has been offered to one individual, this is subject to a retention learning agreement. Further individual leadership potential is being explored through engagement with service managers to identify high potential staff.
Customer service training	A course in delivering excellent customer services has been developed following a need identified in Finance Operations. This course is now being rolled out to a wider audience across all directorates to improve customer service for our residents and also for internal customers.

Table 2: Key focus for Adult, Children and Health Services

Statutory training	All statutory training for the Adult, Children and Health Services Directorate has been commissioned and monitoring is ongoing to ensure that all staff are compliant with statutory requirements. This training includes Safeguarding, Manual Handling and Infection Control. The quality of this training is continually monitored by the Learning and Development team and attendee feedback is taken into account. Overall organisational impact is monitored through reviewing training provision with all service managers within the directorate.
Specialist training	All requested high priority specialist training has been commissioned; this includes Child Sexual Exploitation and Duty of Candour training. Contingency is built into budgets to allow for changing priorities in specialist training and for money to be reassigned should the need of the service change.

Table 3: Key Focus for Operations and Customer services

Statutory training	Statutory training is an important focus for Operations and Customer Services including lone worker, manual handling and health and safety law training, a plan has been developed to ensure that all statutory training takes place and targets the correct individuals.
Safeguarding	Given the level of interaction with the community, many staff within this directorate have safeguarding is seen as an important area of training. In line with this, an awareness course has been developed which covers safeguarding of children and adults. This is being delivered to great success in Libraries, Arts and Heritage services. This course can be delivered further within the directorate where required.
IT training	A significant amount of staff requested IT training in basic Microsoft Office packages. To facilitate this in the most cost effective way an eLearning package has been commissioned. This allows individuals to learn at a rate that suits them and training can be delivered to a large number of employees in a relatively short period of time. The e learning package will be available to all RBWM staff from all Directorates.

2.5　142 internal training events have been run by the Learning and Development team this financial year, in addition to the 'Agile' project management training delivered by Cllr Brimacombe to 98 managers and leaders. Additional, specific learning interventions have been sourced for individuals including external conferences, qualifications and seminars. 702 council staff have attended these training events, including:

- Data Protection and Information Security
- Health and Safety Level 1, 2 and 3
- Agresso system
- iTrent system
- Fire Warden
- Risk Management
- Flood awareness

2.6　Staff of private and voluntary institutions, including care homes and charities, are able to attend the majority of the learning events run. The training calendar is also available for members, who may wish to attend any of the training courses available.

2.7　A further 92 learning event have been organised for the remaining six months of the financial year. Though these are commissioned, should organisational needs change within the council or within specific directorates, the training programme is flexible enough to review and accommodate new requirements.

2.8　An improved monitoring and governance process has been implemented within the Learning and Development team in partnership with subject matter experts within the council. Completion of training will be monitored in all statutory and mandatory training to ensure compliance.

On the job learning
2.9　It is important to acknowledge the large amount of learning which happens outside of traditional training courses. This can include learning from peers, job shadowing and attendance at meetings.

2.10　Previously within the council commissioning a training course was seen as the solution to improving performance on a variety of issues. The learning and development team seek to promote a culture where a blended approach is utilised and learning on the job is given prominence. Now, any manager seeking to commission or book staff on a training course is offered challenge to ensure that this is the most appropriate method of learning. Through doing this learning and development can ensure that training budgets are spent appropriately and that staff time is used effectively.

Training calendar
2.11　A calendar and course catalogue has been developed to assist staff in managing their own learning. This calendar, attached as appendix 1 and also available via hyperwave, captures all the training on offer to staff. It is reviewed and updated on a continual basis to ensure that it reflects our current learning and development offering.

2.12 This calendar has proved successful in allowing staff and managers to forward plan and anticipate capacity issues. Through this we have seen a significant decrease in cancellations of attendees to courses. The calendar allows staff to easily check the learning outcomes of each course and ensure that it is appropriate for them. In addition, the course catalogue identifies how the training provided supports our strategic objectives and manifesto commitments. Table 4 provides an example of how training courses are laid out in the training catalogue.

Table 4: Training course outline

Course Title	**Care Act - General Awareness Level 1**
Description	This training is a basic awareness so not suitable for those who have already attended the Module 1, 2 or 3 of the previously delivered Care Act training. These sessions are to give those attending a general understanding of the Care Act.
Learning Outcome	• The Care Act: When, Why, Who, Where and What • The wellbeing principle • General duties to all residents • Duties to individuals who meet a certain criteria • Duties to people receiving care and support • Individual's journey through the reformed system • What might this mean for Local Authorities, partners and care organisations
Target Audience	For all those Non Care Management, Finance, Procurement, CAM Team, Housing, A&I Team, Day Services, Administration Staff & Health Colleagues.
Link to Strategic Priorities	Equipping Ourselves for the Future • Equipping Our Workforce • Developing Our systems and Structures
Link to Manifesto Commitments	7.1 Ensure residents who receive council care are covered by a care plan 7.5 Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse

eLearning

2.13 Staff at the council have access to a dynamic learning environment to complement face-to-face learning opportunities. This provides staff with an eLearning platform, plus access to a pool of existing eLearning modules as well as courses designed and published by other local authorities.

2.14 So far this financial year there have been 242 eLearning course completions with the numbers undertaking eLearning rising as specific courses are being widely advertised. ELearning usage is likely to continue to rise as the Learning and Development team are promoting the courses to staff and also holding drop in

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sessions on how to use the eLearning content for staff who require support. In addition sessions are being held on the functionality of Quality Matters (the Councils dynamic learning environment).

2.15 Typical face-to-face training costs and comparative savings are difficult to determine as they can range in cost from £45-£500 per day, depending upon the type of course. However, by using a conservative price of £40 per course RBWM could have spent £9,600 on those eLearning courses completed if they were delivered face-to-face.

Leadership development

2.16 The culture at the Royal Borough encourages our senior leaders to think and act differently. Leaders are required to developing creative solutions, being transformational and innovative, acting with integrity, whilst adopting a consultative approach.

2.17 To support this leadership in the Royal Borough principles have been developed to articulate to leaders what is expected of them and offers staff an insight into our leadership expectations. This is due to be launched and shared with the senior leadership team on 20 September 2016. This document will be used for recruitment purposes to give prospective candidates a view of what we as a council expect from our leadership.

2.18 Due to organisational changes in structure and delivery method, through the delivering differently programmes, coaching support will be offered to the Senior Leadership Team (Directors, Deputy Directors and Heads of Service) so that they have the support required to manage their staff and service areas through this change.

2.19 As of September 2016 an on-demand coaching and mentoring service, allowing leaders to work with a coach, mentor or thinking partner will be offered to the Senior Leadership Team. Senior leaders can work through any aspect of their job they need clarity on or develop skills, knowledge or understanding. Users book 30 minute sessions that fit in with the demands of the job.

2.20 Through offering this service to our senior leaders we are equipping them with the tools necessary to manage through change. Senior leaders can utilise this service as and when it suits their schedule and as such the programme will have minimal impact on service delivery.

2.21 Thrive Partners, a small but industry recognised leadership coaching consultancy have been commissioned to deliver 80 on demand coaching sessions for senior leaders at a total cost of £10,000, which represents an investment of £125 for each session. This is an extremely cost effective method of supplying coaching support. The approach will be reviewed after 3 months of delivery to ensure that it is fit for purpose and also identify if the programme should be extended to include tier three managers.

Management training

2.22 Additional support for line managers was highlighted as an organisational need. 'Bite size' 45 minute sessions are now being run by the Human Resource Business Partnering team for line managers in:

- Absence management
- Performance management
- Recruitment

2.23 Through these sessions line managers are educated and encouraged to follow correct process, resulting in better performance management, reduced absence and more effective recruitment. The courses have been well attended and the feedback very positive.

Line management induction

2.24 New line managers, both internal and external, are also being supported through a specific HR line management induction. This talks through line management responsibility and the support that the HR team can offer, including dealing with performance, absence and also an introduction to the wider HR team.

Appraisals and objective setting workshops

2.25 Workshops in managing appraisals and setting objectives have additionally been covered. The aim of the workshops is to guide line managers to the correct process and ensure that performance is being managed fairly across the organisation. In addition to the workshops, peer reviews of objectives have been carried out across directorates to ensure as far as possible, a consistent approach is adopted.

People Action Plan

2.26 In order to stream line the variety of activities being undertaken by Human Resources a 'People Action Plan' has been developed. All action plans which sit within Human Resources can be tracked via this plan.

2.27 Included in this plan are 42 actions which are key to delivering our human resource priorities. This plan focuses on:
- 2016 staff survey results
- Well Being Strategy
- Organisational Development Strategy

2.28 Through having one plan, it has more visibility across the Human Resources team and tracking of completion is easy. This plan can be viewed by everyone and thus completion is trackable.

2.29 The action plan is monitored and updated on a regular basis should any further people related actions need to be undertaken. See appendix 2 for the People Action Plan. An additional column will be added to the People Action Plan which will show progress to date and next steps.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
All training required by	>100% of training	100% of training	10% more training	20% more training	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
the council delivered to a high standard	required delivered	require delivered	delivered	delivered	
Improved line management capability	>5% improvement in staff survey positive response score on line management capability	5% improvement in staff survey positive response score on line management capability	10% improvement in staff survey positive response score on line management capability	15% improvement in staff survey positive response score on line management capability	31 Feb 2017
Improved leadership capability	>5% improvement in staff survey positive response score on leadership capability	5% improvement in staff survey positive response score on leadership capability	10% improvement in staff survey positive response score on leadership capability	15% improvement in staff survey positive response score on leadership capability	31 Feb 2017
People action plan completed	>100% of actions on the people action plan completed on time	100% of actions on the people action plan completed on time	100% of actions on the people action plan completed ahead of schedule	100% of actions on the people action plan completed ahead of schedule with additional actions added	31 March 2017

4. FINANCIAL DETAILS

Financial impact on the budget

Budget breakdown Corporate and Community Services

Service Area	Budget	Agreed	Remaining	FTE	Spend per FTW
Communities and Economic Development	£13,175	-£890.	£12,285	35.59	£370.18
Planning, Development and Regeneration	£8,530	-£5,545	£2,985	49.85	£171.11
Governance, Partnerships, Performance and Policy	£1,475	£0	£1,475	36.37	£40.55
Finance	£8,220	-£700	£7,520	66.63	£123.36
Overall	**£31,400**	**-£7,135**	**£24,265**	**189.44**	**£165.75**

Budget breakdown Adult Children and Health service

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Service Area	Actual	Spent	Remaining	FTE	Spend per FTE
Early Help & Safeguarding	£118,780	-£10,598	£108,182	182.03	£652.25
Health & Adult Social Care	£124,395	-£92,377	£32,018	192.50	£646.20
Schools & Education	£2,070	-£579.60	£1,490	27.57	£75.08
Commissioning Adults Children & Health	£21,230	-£6,575	£14,655	73.32	£289.55
Human Resources	£3,755	-£1,870	£1,885	28.78	£130.47
Overall	**£270,230**	**- £111,999**	**£158,231**	**506.20**	**£533.84**

Budget breakdown Operations and Customer services

Service Area	Actual	Spent	Remaining	FTE	Spend per FTE
Customer Services	£7,800	£0.00	£7,800.00	56.59	£137.83
Libraries, Arts and Heritage	£2,500	-£1,200.00	£1,300.00	61.73	£40.49
Revenue and Benefits	£2,850	-£900.00	£1,950.00	43.31	£65.80
Information Technology Services	£18,000	£0.00	£18,000	31.62	£569.25
Community Protection and Enforcement	£32,170	-£110	£32,060	80.28	£400.72
Highways and Transport	£18,350	-£9,189	£9,161	68.67	£267.22
Directors Office	£1,000	£0.00	£1,000		
Overall	**£82,670**	**-11,399**	**£71,271**	**344.21**	**£240.173**

5. LEGAL IMPLICATIONS

5.1 None

6. VALUE FOR MONEY

6.1 The overall budget for 2016/17 to deliver the training identified from the training needs analysis is £384,300, equating to £369 per FTE (Full time equivalent), based on 1,040 FTE. This compares to £590,840 (£548 per FTE based on 1079 FTE as of March 2016) which was coded as learning and development activities in 2015 / 2016, highlighting the additional efficiencies available from centralising resources and undertaking a full training needs analysis. This training budget meets both statutory (required by law) and discretionary training.

8. LINKS TO STRATEGIC OBJECTIVES

8.1 All training provided supports the strategic objectives of the Royal Borough of Windsor and Maidenhead. Care is given when commissioning training to ensure that staff have all the required level of skill to support the delivery of the strategic objectives and manifesto commitments.

8.2 As part of the training calendar each training course commissioned supports the delivery of the strategic objectives and manifesto commitments is high lighted.

9. APPENDICES

- Training calendar
- People action plan

10. BACKGROUND INFORMATION

- Council Strategic Plan
- Transformation strategy

REPORT HISTORY

Decision type:	Urgency item?	
For information	No	

Full name of report author	Job title	Full contact no:
Elizabeth Moore	Learning and Development Manager	01628 796558

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Adult, Children and Health Training Calendar

#	April	May	June	July	August	September	October	November	December	January	February	March
1	Induction Meeting (School Nurses)	Objective Setting			Duty of Candour Regulation 20	HCPC Registration and CPD Profile		Caldicott Principals Briefing / Presentation Skills Workshop			End of Life Care	Universal: Basic Awareness to Safeguarding Children & Young People
2		Objective Setting			Data Protection & Information Security / Sickness Absence Management Workshop						Fire Awareness (Half Day) / Specialist Child Sexual Abuse	Sensory Impairment
3	Foster Carers Attachment Based Parenting	RBWM Health & Safety Level 3	Objective Setting		Universal: Basic Awareness to Safeguarding Children & Young People						Universal: Basic Awareness to Safeguarding Children & Young People	BIA Report Writing
4					Supporting People with Combined Sight & Hearing Loss	Caldicott	Recruitment Training Workshop	Recruitment Workshop		Induction Meeting		
5	Safe Moving & Handling / Data Protection & Information Security			RBWM Manual Handling / Caldicott		Specialist Child Physical Abuse	End of Life Care		Dealing with Difficult People / Foster Carers Providing Safer Carers			
6	Emergency First Aid at Work	Sage & Thyme Workshop	Objective Setting	Dignity, Care & Respect of the Older Person / Ojective Setting	Targeted Safeguarding Children A Shared Responsibility / Universal: Basic Awareness to Safeguarding Children & Young People	Caldicott Principals Briefings / Performance Management Workshop	Foster Carers Hygiene and Administration of Medication	Safeguarding Adults Level 1	Data Protection & Information Security / Performance Management Workshop / Recruiting for Values in Social Care			
7	RBWM Health & Safety Level 2	Caldicott / Safeguarding Adults Level 1 REFRESHER	Foster Carers Internet Security / Objective Setting	Presentation Skills Workshop / Recruitment Training	Recruitment Workshop	Safe Moving & Handling / Deprivation of Liberty Safeguards Awareness	BIA Report Writing	Emergency First Aid at Work	CIEH Food Hygiene Level 2		Infection Control for Care Homes / MARAC & DASH	Induction Meeting
8		Caldicott	Objective Setting / Data Protection & Information Security	Safe Moving & Handling / Specialist Child Sexual Abuse		Dealing with Difficult People / Safe Moving & Handling		Data Protection & Informaton Security / Foster Carers Hygiene & Administration of Medication	Presentation Skills Workshop		Deprivation of Liberty Safeguards Refresher / Legal Update for BIA's	Health, Safety Fire Awareness & Infection Control
9			Universal: Basic Awareness to Safeguarding Children & Young People / Ojective Setting		Caldicott			Sensory Impairment / Customer Services Awareness		Deprivation of Liberty Safeguards Awareness	Targeted Safeguarding Children A Shared Responsibility / Mental Health First Aid - Adults (Day 1)	Difficult, Disturbing & Dangerous Behaviour Day 1 of 2 / Mental Health First Aid - Adults (Day 2)
10		Caldicott / Foster Carers Attachment Based Parenting	Safe Moving & Handling / Objective Setting	Targeted Child Protection	Recruitment Workshop		IT E-Learning	Mental Capacity Act Level 2 / Sickness Absence Management Workshop		Universal: Basic Awareness to Safeguarding Children & Young People / Emergency First Aid at Work		Appraisal Process / Difficult, Disturbing & Dangerous Behaviour Day 2 of 2
11			Library: Introduction to Safeguarding Children, Young People & Vulnerable Adults		Emergency First Aid at Work	Library: Introduction to Safeguarding Children, Young People & Vulnerable Adults	Data Protection & Information Security / RBWM Manual Handling				Deprivation of Liberty Safeguards Refresher / Legal Update (not BIA Specific)	
12	Foster Carers Drugs & Alcohol Awareness / Safe, Moving & Handling (LD Respite ONLY)	Health, Safety, Fire Awareness & Infection Control / Foster Carers Recording Skills	Caldicott Principles Briefing	Data Protection & Information Security	Half Day Fire Awareness					Library: Introduction to Safeguarding Children, Young People & Vulnerable Adults	Health, Safety Fire Awareness & Infection Control	
13	Epilepsy Awareness / Sage & Thyme Workshop	Targeted Safeguarding Children a Shared Responsibility / Safeguarding Adults Level 1	Foster Carers Providing Safer Carers / Objective Setting	Safeguarding Adults Level 1 Refresher		Health, Safety, Fire Awareness & Infection Control / Data Protection & Information Security	Safeguarding Adults Level 3 - Chairing & Decision Making Day 1 of 2 / Customer Service Awareness		Dignity, Care & Respect of the Older Person / Caldicott Principals Briefing			
14	Democratic Report Process	HR Line Management Induction / First Aid for Foster Carers	RBWM Health & Safety Level 3 / Objective Setting	Safe Moving & Handling / Emergency First Aid at Work	Data Protection & Information Security	Child Sexual Exploitation - Train the Trainer	IT E-Learning / Safeguarding Adults Level 3 - Chairing & Decision Making Day 2 of 2					Emergency First Aid at Work
15			Mental Capacity Act Level 2 / Objective Setting	Deprivation of Liberty Safeguards Refresher / Legal Update for BIA's		HR Line Management Induction	HR Line Management Induction / Customer Services Awareness	Health, Safety, Fire Awareness & Infection Control / Foster Carers Recording Skills		Universal: Basic Awareness to Safeguarding Children & Young People	Safe Moving & Handling	Specialist Child Physical Abuse
16		Foster Carers Parent and Child		Mental Health First Aid (Adults) Day 1 of 2		Safeguarding Adults Level 1 REFRESHER		Self Harm	Epilepsy Awareness		Targeted Safeguarding Children A Shared Reponsibility	Safeguarding Adults Level 1 (PM)
17		Data Protection & Information Security	CIEH Food Hygiene Level 2	Foster Carers Attachment Based Parenting	Mental Health First Aid (Adults) Day 2 of 2		IT E-Learning	RBWM Health & Safety Level 2 / Customer Services Awareness			Specialist Child Protection & Emotional Abuse	Safeguarding Adults Level 3 Managers of Provider Services
18	BIA Assessor Day 3 of 5	Dealing with Difficult People		Difficult, Disturbing & Dangerous Behaviour Day 1 of 2	HR Line Manager Induction		Presentation Skills Workshop / HR Line Manager Induction	Mental Capacity Act Level 3			Safe Moving & Handling	
19	BIA Assessor Day 4 of 5	Deprivation of Liberty Safeguards Refresher / Legal Update (not BIA Specific)	Foster Carers Attachment Based Parenting	Difficult, Disturbing & Dangerous Behaviour Day 2 of 2	Targeted Safeguarding Children REFRESHER	Induction Meeting					Targeted Safeguarding Children A Shared Responsibility	
20	BIA Assessor Day 5 of 5	Introduction to Domestic Abuse Workshop	Emergency First Aid at Work	Safeguarding Adults Level 1 / Induction Meeting	Deprivation of Liberty Safeguards Awareness Level 1		Dignity, Care & Respect of the Older Person			Safeguarding Adults Level 1 REFRESHER (AM)		Appraisal Process
21	Foster Carers Transitions & Moving On / Democratic Report Process		Research in Practice Contact	Safeguarding Adults Level 2 Multi Agency & Specialist Assessor Day 1 of 2			Safeguarding Adults Level 1				Dignity Care & Respect of the Older Person	Dealing with Difficult People
22				Safeguarding Adults Level 2 Multi Agency & Specialist Assessor Day 2 of 2		Train the Trainer		RBWM Health & Safety Level 3			Targeted Safeguarding Children REFRESHER / CIEH Food Hygiene Level 2	Deprivation of Liberty Safeguards Awareness
23	Mental Capacity Act Level 1	Induction Meeting / Objective Setting	Safe Moving & Handling		CIEH Food Hygiene Level 2			MARAC & DASH			Mental Capacity Act Level 1	Safeguarding Adults Level 1 REFRESHER
24		Foster Carers Attachment Based Parenting / Sage & Thyme Workshop	Sage & Thyme Workshop / Safe Moving & Handling				Targeted Safeguarding Children REFRESHER	Difficult, Disturbing & Dangerous Behaviour Day 1 of 2		Safeguarding Adults Level 1 Multi Agency & Specialist Assessor Day 1 of 2 / Emergency First Aid at Work	Appraisal Process	Epilepsy Awareness
25		MARAC & DASH		Basic Awareness to Safeguarding Children & Young People	IT E-Learning		Safe Moving & Handling	Difficult, Disturbing & Dangerous Behaviour Day 2 of 2		Safeguarding Adults Level 1 Multi Agency & Specialist Assessor Day 2 of 2	Appraisal Process	
26	Foster Carers Attachment Based Parenting	Objective Setting					CIEH Food Hygiene Level 2				Customer Services Awareness	
27	Data Protection & Information Security	Domestic Abuse & the Effects on Children / Objective Setting	Sage & Thyme Workshop			Emergency First Aid at Work Day 1 - First Aid at Work (3 Day)	Mental Capacity Act Level 1					
28	Dignity, Care & Respect of the Older Person					Foster Carers Play to Promote Attachment Day 2 - First Aid at Work (3 Day)						
29			Safeguarding Adults Level 1			Day 3 - First Aid at Work (3 Day)						
30			Infection Control for Care Homes		MARAC & DASH	IT E-Learning						
31		Objective Setting										

Operations and Customer Services and Corporate and Community Services Training Calendar

	April	May	June	July	August	September	October	November	December	January	February	March
1			Objective Setting					Presentation Skills Workshop			End of Life Care	Universal: Basic Awareness to Safeguarding Children & Young People
2			Objective Setting		Data Protection & Information Security / Sickness Absence Management Workshop						Fire Awareness (Half Day)	Sensory Impairment
3		RBWM Health & Safety Level 3	Objective Setting	Universal: Basic Awareness to Safeguarding Children & Young People								Universal: Basic Awareness to Safeguarding Children & Young People
4					Supporting People with Combined Sight & Hearing Loss		Recruitment Training Workshop	Recruitment Workshop		Induction Meeting		
5	Safe Moving & Handling / Data Protection & Information Security			RBWM Manual Handling					Dealing with Difficult People			
6	Emergency First Aid at Work		Objective Setting	Ojective Setting	Targeted Safeguarding Children A Shared Responsibility / Universal: Basic Awareness to Safeguarding Children & Young People	Performance Management Workshop		Safeguarding Adults Level 1	Data Protection & Information Security / Performance Management Workshop			
7	RBWM Health & Safety Level 2	Safeguarding Adults Level 1 REFRESHER	Objective Setting	Presentation Skills Workshop / Recruitment Training	Recruitment Workshop	Safe Moving & Handling		Emergency First Aid at Work	CIEH Food Hygiene Level 2			Induction Meeting
8			Objective Setting / Data Protection & Information Security	Safe Moving & Handling		Dealing with Difficult People / Safe Moving & Handling		Data Protection & Informaton Security	Presentation Skills Workshop			Health, Safety Fire Awareness & Infection Control
9			Universal: Basic Awareness to Safeguarding Children & Young People / Ojective Setting					Sensory Impairment / Customer Services Awareness				
10			Safe Moving & Handling / Objective Setting		Recruitment Workshop		IT E-Learning	Sickness Absence Management Workshop		Universal: Basic Awareness to Safeguarding Children & Young People / Emergency First Aid at Work		Appraisal Process
11			Library: Introduction to Safeguarding Children, Young People & Vulnerable Adults	Emergency First Aid at Work		Library: Introduction to Safeguarding Children, Young People & Vulnerable Adults	Data Protection & Information Security / RBWM Manual Handling					
12		Health, Safety, Fire Awareness & Infection Control		Data Protection & Information Security	Half Day Fire Awareness				Library: Introduction to Safeguarding Children, Young People & Vulnerable Adults	Health, Safety Fire Awareness & Infection Control		
13		Safeguarding Adults Level 1		Safeguarding Adults Level 1 Refresher		Health, Safety, Fire Awareness & Infection Control / Data Protection & Information Security	Customer Service Awareness					
14	Democratic Report Process	HR Line Management Induction	RBWM Health & Safety Level 3 / Objective Setting	Safe Moving & Handling / Emergency First Aid at Work	Data Protection & Information Security		IT E-Learning					Emergency First Aid at Work
15			Objective Setting			HR Line Management Induction	HR Line Management Induction / Customer Services Awareness	Health, Safety, Fire Awareness & Infection Control	Universal: Basic Awareness to Safeguarding Children & Young People	Safe Moving & Handling		
16					Mental Health First Aid (Adults) Day 1 of 2	Safeguarding Adults Level 1 REFRESHER			Epilepsy Awareness		Appraisal Process	Safeguarding Adults Level 1 (PM)
17		Data Protection & Information Security	CIEH Food Hygiene Level 2		Mental Health First Aid (Adults) Day 2 of 2		IT E-Learning	RBWM Health & Safety Level 2 / Customer Services Awareness				
18		Dealing with Difficult People			HR Line Manager Induction		Presentation Skills Workshop / HR Line Manager Induction				Safe Moving & Handling	
19						Induction Meeting						
20		Emergency First Aid at Work		Safeguarding Adults Level 1 / Induction Meeting						Safeguarding Adults Level 1 REFRESHER (AM)		Appraisal Process
21	Democratic Report Process						Safeguarding Adults Level 1					Dealing with Difficult People
22						Train the Trainer		RBWM Health & Safety Level 3			CIEH Food Hygiene Level 2	
23		Induction Meeting / Objective Setting	Safe Moving & Handling		CIEH Food Hygiene Level 2							Safeguarding Adults Level 1 REFRESHER
24			Safe Moving & Handling							Emergency First Aid at Work	Appraisal Process	Epilepsy Awareness
25				Basic Awareness to Safeguarding Children & Young People	IT E-Learning		Safe Moving & Handling				Appraisal Process	
26		Objective Setting					CIEH Food Hygiene Level 2			Customer Services Awareness		
27	Data Protection & Information Security	Objective Setting				Emergency First Aid at Work / Day 1 - First Aid at Work (3 Day)						
28						Day 2 - First Aid at Work (3 Day)						
29			Safeguarding Adults Level 1			Day 3 - First Aid at Work (3 Day)						
30						IT E-Learning						
31		Objective Setting										

PEOPLE ACTION PLAN

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure
Clear strategic direction	Staff survey	1	Strategic priorities (corporate strategy) and the council's transformation strategy to be communicated regularly to staff via direct communication and cascaded through management team meetings.	Ongoing	% of staff who have confidence in the leadership skills of the senior leadership team
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016	
		3	Employees to be engaged in the development of their directorate's business plan and their team's plan so every employee understands how what they do contributes to the strategic priorities and has the opportunity to play a part in shaping the practical plans for their delivery.	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		4	Employees to be regularly encouraged to put forward ideas and options for improvements, transformation and savings to their head of service or strategic director to inform the council's ongoing transformation strategy and programme.	Ongoing	
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017	
Clarity in how strategy is to be executed	Staff survey	6	Senior leadership to regularly communicate aspirations and messages of members to teams to reduce the risk of conflicting messages being delivered. The Leader to also be part of the staff roadshows to talk about the strategic direction and where we are with achieving it - see action 5.	Jan 2017	% of staff who have confidence in the leadership skills of the senior leadership team % of staff who have confidence in the leadership skills of members
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who agree the senior leadership team exhibit the CREATE values
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still
		9	Performance management to be made more visible in the organisation so that all	Oct	working at the council in 12

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			employees understand how the council is getting on in achieving the strategic priorities. This will also be part of the regular staff roadshows – see action 5.	2016	months time
Staff agility	Staff survey / Organisational Development Strategy	10	Learning and Development opportunities to be offered to staff, specifically around change management and resilience.	Jul 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		11	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016	
		12	Skills matrix to be undertaken throughout the council to identify skills gaps and high potential talent.	Sep 2016	
		13	Each directorate to identify potential 'rising stars' as part of a 'grow your own approach' to develop future senior managers and fill key posts and determine a range of bespoke opportunities for each to support their future development e.g. project work, mentoring by a senior officer etc.	Sep 2016	
		14	Development plans to be mandatory part of performance management appraisals	Oct 2016	
Shared values among all staff	Staff survey / Organisational Development Strategy	15	CREATE values to be reinforced and promoted through communications to staff.	Jul 2016	% of staff who agree the senior leadership team exhibit the CREATE values % staff who agree their manager exhibits the CREATE values the majority of the time
		16	Staff conference to take place to encourage collaborative working across the council and to promote the councils strategy and direction.	Jan 2017	% of staff who are satisfied with RBWM as their employer
		17	Cross departmental shadowing and secondment opportunities should be researched and offered to staff	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		18	Promotion of staff's good work in their roles across the organisation through effective communications, including: • Profiles of staff and their roles included in Borough Bulletin. • Key achievements of teams highlighted in Borough Bulletin.	Jul 2016	% of staff who are satisfied with RBWM as their employer
Suitable working	Staff survey	19	Staff to be asked how we can improve their working environment, specifically in relation to improving office tidiness and smarter working.	Aug 2016	% of staff who are satisfied with RBWM as their

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environment and resources		20	Review of working areas to be undertaken to ascertain if quiet areas can be established to allow staff to work free from distraction.	Aug 2016	employer
		21	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016	
Trust in leadership	Staff survey	22	Leadership Masterclasses to be undertaken, with external speakers, specifically in: • How to improve staff satisfaction • How to build high performing teams • Effective leadership • Managing through change	Sep 2016	% of staff who have confidence in the leadership skills of the senior leadership team
		23	Senior leaders and members to conduct *'back to the floor'* visits to improve visibility and approachability.	Aug 2016	
		24	All staff to meet their lead member as part of their induction.	Aug 2016	% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	25	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full
			5% of staff to be trained in how to conduct an fast fundamental service review	Jan 2017	% of projects completed on time and to original budget
Staff empowerment	Organisational Development Strategy	26	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer
		27	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing	
Multi-skilled workforce	Organisational Development Strategy	28	Training needs analysis to be completed to ensure that the council has the correct skills within its workforce. This TNA will focus 50% on the skills needed now and the 50% on the skills needed for the future.	Oct 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		29	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017	

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		30	Opportunities for cross departmental secondments to be reviewed which will allow staff to develop skills in new areas and improve resilience in departments	Jan 2017	
		31	15% of staff to be trained in Agile Project Management	Dec 2016	% project objectives met in full % of projects completed on time and to original budget
Customer focused workforce	Organisational Development Strategy	32	Customer service training to be offered to all staff to promote a customer focused workforce	Oct 2016	% of residents who are overall very satisfied or fairly satisfied with RBWM
Talent management	Organisational Development Strategy	33	Skills matrix of all staff to be undertaken, this will support succession planning for the council	Sep 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		34	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016	
Effective leadership	Organisational Development Strategy	35	RBWM vision of leadership to be developed to show what that council expects from its leaders	Aug 2016	% of staff who have confidence in the leadership skills of the senior leadership team
Resilient workforce	Wellbeing strategy	36	Resilience training to be developed and offered to all staff	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
		37	Benefits and rationale for recent changes to be communicated to all staff to ensure that staff understand the rationale and appreciate that change is a necessary part of business improvement	Oct 2016	% of staff who are satisfied with RBWM as their employer
		38	Stress Awareness training will be provided to staff and targeted at line managers to ensure that staff are aware of when to notice the signs of stress in themselves and in their colleagues.	Dec 2016	% of staff who agree they would be happy to be still working at the council in 12 months time
Healthy workforce	Wellbeing Strategy	39	Implement an early intervention approach for absences including early referral to occupational health	Jan 2017	% of staff who agree they would be happy to be still working at the council in 12 months time
		40	Implement an early intervention approach for stress/mental health absences including day one referral to the council's employee counselling service, regular contact during absence, early referral to occupational health and a back to work protocol	Jan 2017	
		41	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or

		42	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017	fairly satisfied with RBWM

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