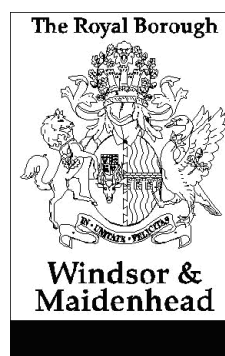


Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Employee Wellbeing Plan
Responsible Officer(s)	Alison Alexander, MD/Strategic Director Adult, Children and Health Services, Terry Baldwin, Head of HR
Contact officer, job title and phone number	Terry Baldwin, Head of HR 01628 796992
Member reporting	
For Consideration By	Employment Panel
Date to be Considered	29 November 2016
Implementation Date if Not Called In	N/A
Affected Wards	None

REPORT SUMMARY

1. The draft Employee Wellbeing plan has been refined to more fully support the management of stress and mental health issues, following comments from Employment Panel.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Good employee wellbeing is reflected in good performance.	On going

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Employment Panel:

- i. Approve the Employee Wellbeing Plan.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Employment Panel has previously considered a draft Employee Wellbeing Plan. Concerns were expressed by Members that the original plan did not fully support the management of stress in the workplace and in particular mental health issues.

Therefore the plan has been revised and amendments made. In addition as a result of feedback from the Staff Survey and exit questionnaires from staff leaving the council, a People Action Plan has been developed. The actions identified in the Employee Wellbeing Plan (Appendix A) form part of the People Action Plan, Appendix B..

Revisions made to original draft

- 2.2 Stress/depression/anxiety/mental health/fatigue is used by the council as a single reason description for absence and in September 2016 accounted for nearly 22% of the total sickness absence. , We have no information about the amount of absence associated with each of those five reasons, however staff experiencing significant mental health issues or those with ‘formal’ mental health conditions may well be reluctant to reveal their circumstances given the continuing stigma society generally attaches to mental health issues. Creating an environment where staff feel able to raise these more sensitive issues can be a challenge and take time. Therefore the revised plan aims to set a foundation of actions on wellbeing including dealing with stress related issues, in order to begin to create an environment where staff are confident that they can raise more serious mental health issues. One significant amendment to the plan is the compulsory training of all managers in Mental Health First Aid, to be in place by January 2017, which will enable managers to spot the signs of mental health issues within their workforce and begin to address them.

- 2.3 In order to strengthen the actions in relation to managing stress, the following amendments have been made:
 - Rewriting of section 3, ‘What we want to address’, with a focus on developing an environment where staff are comfortable in raising mental health issues.
 - Provision of personal resilience training for of staff.
 - All staff to be positively encouraged to undertake the council’s on line training modules annually in personal resilience, mental well being and stress awareness.
 - Compulsory training for all managers in Mental Health First Aid.

- 2.4 Sickness absence is recorded on the HR system and the descriptions of the reasons for sickness absence have been reviewed and revised. Currently there is a single category for stress/depression/anxiety/mental health/fatigue. This will be replaced with three categories:
 - Stress
 - Depression/anxiety
 - Mental health

By providing these categories, staff will be better able to accurately record the reason for their absence. It will also enable Directorate Management Teams to analyse the amount of absence attributable to individual reasons and potentially identify hot spots.

Option	Comments
Approve the revised Employee Wellbeing Plan. Recommended option.	The revised plan establishes a foundation for the future development of the council’s approach to employee wellbeing.
Do not approve the revised	

Option	Comments
Employee Wellbeing Plan.	
Not recommended.	

3.0 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Targets set out in the Action plan are met	<80%	>80% <90%	>90% <100%	100%	October 2017

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 As a result of early intervention for absences due to stress/mental health and musculo/skeletal issues there will be some increased costs linked to occupational health referrals and physiotherapy treatments. These costs can with contained within the current occupational health service budget.
- 4.2 The Mental Health First Aid training will be delivered in house, however the resource packs for attendees will cost £2,250, which can be funded from within the Corporate training budget.

5. LEGAL IMPLICATIONS

- 5.1 The Employee Wellbeing plan forms part of the council's approach in relation to compliance with Health and Safety legislation.

6. VALUE FOR MONEY

- 6.1 The plan makes use of existing resources.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to ensure the wellbeing at work of staff may result in claims	Medium.	The Plan supports the council's wider management of	Low.

Risks	Uncontrolled Risk	Controls	Controlled Risk
from staff.		Health and Safety at Work including stress management.	

9. LINKS TO STRATEGIC OBJECTIVES

9.1 A healthy workforce is reflected in its performance and attendance levels and therefore enables the council to deliver its strategic objectives.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 No EQIA was done.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 The plan applies to all staff, however a significant number of staff will be transferring to external providers from April 2017.

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 The plan has been agreed by People Forum, DMT's and CMT.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Refer to the plan.

16. APPENDICES

- Appendix A – Employee Wellbeing Plan.
- Appendix B – People Plan

17. BACKGROUND INFORMATION

- None.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
	Leader of the			

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Council			
Cllr L Targowska	Principal Member	18/11/16	18/11/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	9/11/16	9/11/16	
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	9/11/16	9/11/16	
Simon Fletcher	Strategic Director Operations and Customer Services	9/11/16	9/11/16	
Rob Stubbs	Head of Finance	9/11/16	9/11/16	
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EMPLOYEE WELLBEING PLAN

2016/17

This plan covers:

- Why have a plan.
- What we already have.
- What we want to address.
- Our action plan.
- The longer term.
- Other groups.

Version: 1.0.0
Author: Human Resources
Last updated: Aug 2016

Contents

1. Why have a wellbeing plan?
2. What we have in place now.
3. What we want to address.
4. What we will do – our action plan.
5. Longer term.
6. Other groups.

Acronyms

CCTV	Closed circuit television.
CMT	Corporate Management Team.
DMT	Directorate Management Team.
DSE	Display screen equipment.
MD	Managing Director.
OH	Occupational health.

1. Why have a wellbeing plan?

1.1 Our staff are key to us delivering our services to residents. We can't do it without you. We want to be the best at what we do and we want you to be the best at what you do. That means that – 'Your wellbeing is our concern'. Why?

- the continuing financial pressures on us mean that we must continue to look at alternative ways of delivering our services and we must continue to deliver more with less.
- because regrettably we are all likely to be affected by health and wellbeing issues at some point in our lives.
- the national trend is that we are living and working longer and that will impact on all of us in different ways.
- many of you have caring responsibilities, which may be changing from childcare to eldercare responsibilities.
- women have their own specific health issues and often the lead role in caring and 70% of our workforce is female.
- men too have their own health issues, but you tend to be more reluctant to seek help.
- around 40% of you work part-time.
- over 60% of you travel more than 10 miles to work.

1.2 Modern pressures in our working and personal lives are undoubtedly impacting on our wellbeing and particularly our mental wellbeing. People who are healthy are generally happier both in their personal and work life. Healthy and happy people are more engaged at work, take less sick leave and are more productive. So, you can see that if we make your wellbeing our concern, it makes good business sense for us, but it makes sense for you too. Only you can take responsibility for your own personal health and welfare, however we, as your employer, also have a key role to play in your wellbeing.

1.3 Stress/mental health features consistently in the top five reasons for absence . The fact that you are identifying stress as a welfare issue enables us to identify actions we can take to improve your mental health as well as your general health and wellbeing. Strong mental health underpins strong physical health and visa versa.

2. What we have in place now

2.1 We already have things in place that help support your wellbeing directly and indirectly, but you may not be aware of them all. Set out below in Table 1 are all the things we currently have, they have been grouped by the following categories:

- Working life.
- Management.
- Health.
- Family life.

Table 1

Provision	What it means
WORKING LIFE	
Pre-employment health screening	All new employees are health screened and we aim to make reasonable adjustments as required by the Equality Act 2010.
Lifestyle Support	You have access to a 24/7 confidential counselling and advice service.
Working time	We recognise the importance of monitoring and managing your working time.
Quality matters	We encourage you to access our on line learning resource that provides a wide range of personal and professional development opportunities.
Quiet Room	If you work in Maidenhead you have access to a quiet room.
Volunteering	We recognise the positive impact that volunteering has and allow you 2 unpaid days volunteering leave per year.
Time off for public duties	If you undertake certain public duties, you are entitled to extra paid leave.
Remote working	We encourage working remotely as it is good for our business and good for you.
Lone Working	It's important to us that you are safe whilst working alone, so we have arrangements in place for lone workers.
Dignity at Work	How you behave at work and towards your colleagues is important to us and harassment or bullying behaviour is unacceptable.
Life choices	We can support you in balancing work and private life, through flexible working options including: Flexible working Voluntary redundancy
Sick pay	If you are unfortunate enough to be sick, the Employee Handbook sets out the arrangements for your sick pay.

Sickness absence management	If you are sick we have processes in place to help you back to work. They also help us reduce levels of sickness absence.
Occupational health service	If you have a serious health issue or a long term absence, you may be referred to our OH service. They will advise us on how best to support you and to get you back to work including facilitating phased returns.
Ill health retirement	If you are a member of the Local Government Pension Scheme there is provision for an ill health pension, if your ill health prevents you from continuing to work.
Redeployment	If you are facing redundancy or you have health issues impacting on your ability to work, we will try to identify redeployment opportunities for you.
Retirement	There is no compulsory retirement age, therefore you can decide when you wish to retire.
Pool car	Our pool cars mean that you can travel to work by public transport, but still have access to a vehicle for council business.
EasitMAIDENHEAD	You can access discounted rail fares on all GWR journeys into Maidenhead. Easit information
MANAGEMENT	
Performance management processes	We believe regular 1:1's, team meetings and your annual Appraisal will help to improve your performance and therefore our services. Our pay reward scheme recognises your contribution.
Communication	In addition to 1:1's and team meetings, there are weekly updates from CMT and the weekly Borough Bulletin. We all have to take responsibility for communication, especially to those hard to reach colleagues.
Management Development	If you are an aspiring, new or existing manager we want to develop your skills, so we provide a range of management development opportunities. Contact: learninganddevelopment@rbwm.gov.uk or visit Quality Matters.

HEALTH	
Eye tests for DSE users	If you use a computer regularly, then you are eligible for our eye care voucher scheme.
Flu jabs and hepatitis B	We provide these for specific groups of staff, where required.
Night worker and CCTV worker medicals	If you are a night worker or a CCTV operator, then you are entitled to a regular medical. Speak to your line manager.
Cycle to Work Scheme	You can lease a bike through the cycle to work salary sacrifice scheme.
Smoking Policy	Our working environments are smoke free.
Alcohol & Substance Misuse	We aim to support staff who have dependency issues.
Leisure centre membership	You can get a corporate rate membership by contacting the leisure centres.
Physiotherapy	To help you after an accident at work or to get you back to work, you may be able to access physiotherapy treatment. Contact: HR.BusinessPartners@rbwm.gov.uk
Cancer screening	Paid time off for cancer screening.
Yoga (Maidenhead)	We run a weekly class that you can pay for by salary deduction.
FAMILY LIFE	
Maternity and Adoption Leave	We have in place a range of family friendly leave arrangements.
Paternity, shared parental and other family leave	
Support for working carers	If you are a carer, there are a range of provisions, support and resources available to you.
Childcare Vouchers scheme	You can purchase childcare vouchers through a salary sacrifice scheme.
Buy, Sell or bank leave	You can buy up to 10 days or sell/bank up to 8 days annual leave.

3. What we want to address

3.1 What more do we need to do?

Evidence from the wellbeing staff survey identified the following:

- The top five wellbeing awareness needs are: stress management, improving fitness, women's health topics, healthy eating and family/caring issues.
- The top three areas to help staff improve their own overall wellbeing were: general health awareness, work life balance and stress management.
- The top three areas you felt that we as your employer can provide support were: work life balance, work environment and management.

3.2 In section 1.2, we talked about mental health issues and that stress/mental health appears consistently in the top five reasons given for absence. We view the fact that you feel able to tell us that stress is an issue for you as positive. However, we also recognise that mental health is one of those topics that many do not feel comfortable raising, due to the stigma still attached by society to mental health illness.

3.3 Mental health issues manifest themselves in many ways, from a short term pressure to a longer term condition, which may or may not be diagnosed. It is likely that there are staff affected by mental health issues, who do not feel able to talk about their situation. We hope that the action plan we put in place will start to help manage this issue and over time encourage those suffering in silence to feel comfortable in raising the issue.

3.4 In terms of other local issues, we have identified the need to address these areas:

- We are continuing to review and revise services and the way they are delivered, therefore we need to continue to manage organisational and cultural change.
- Stress/mental health and absence relating to musculo/skeletal/ back/neck accounts for the highest number of working days lost.
- We need to continue to reduce levels of sickness absence.
- We have an ageing workforce that will be facing not only their own health issues, but also, increasingly, wider caring issues.
- We have a high proportion of females in the workforce, who will be facing issues such as family/caring, work life balance and female health.
- Men generally have a reluctance to seek help, advice and support with health and wellbeing issues.
- We have some groups of staff that are hard to reach as they are field based with limited access to on line information.

4. What we will do – our action plan

4.1 Using the feedback from the staff wellbeing survey and the local issues that we identified, we have prepared an initial action plan, which is attached at Appendix A. There is a wide range of action we can take to help improve wellbeing, however we recognise that we have limited resources and therefore we

have focussed on areas that we believe are a priority. We expect to be able to develop and expand the action plan over time.

- 4.2 We also recognise that wellbeing at work is influenced by how you feel about your work, how you are managed, access to development opportunities, the working environment and how you and your work are valued. We collect information about this via our regular staff survey. The feedback from the latest survey (January/February 2016) has influenced development of the wellbeing action plan. The action plan will be reviewed every six months by the People Forum, who will be responsible for communicating progress against the action plan and recommending any updates.

5 The longer term

- 5.1 The actions set out in this plan have the potential to make a difference to your health and wellbeing and therefore to the health of our organisation, but it will take time to see the impact. We will revisit it within 12 months of its implementation, with a view to building on its successes and developing its scope. This will involve asking you about the action taken so far and how to develop the plan going forward.

6 Other groups

- 6.1 As an employer of staff in maintained schools, they feature as another group of staff. However, schools are responsible for the local management of their workforce. Their profile is:
- 87% of the schools' workforce is female.
 - 67% of the schools' workforce works part time.
 - The average age is 45.
 - 53% of the schools' workforce is 45 or older.
 - 15% of staff have more than one job.
 - The main reasons for absence are the same as centrally employed staff.

The actions set out in Appendix A, will be made available to schools, to enable their workforce to benefit.

Appendix A – Action Plan

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
GENERAL HEALTH AND WELLBEING					
In response to our modern lifestyles we aim to help staff raise their health awareness and support them to get active.	We will promote via the Borough Bulletin and our programme of screen savers the national programme of health and well being awareness days/weeks and local activities. And we will use the council's 12 health priorities programme to further help to raise staff awareness.	Number of awareness events publicised and feedback from staff. Target – at least two awareness events publicised each month.	Nov 2016.	Oct 2017.	Strategic HR and Public Health.
	We will participate in the Workplace Challenge run by Get Berkshire Active.	Number of employees signing up to, and participating in, the Workplace Challenge.	Nov 2016.	Ongoing.	Public Health
	We will identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave and on Quality Matters focussing on the areas/topics that staff identified in the wellbeing	Number of health awareness resources published on hyper wave. Development of new modules on Quality Matters.	Nov 2016. Nov 2016.	Oct 2017. Oct 2017.	Strategic HR and Public Health. Learning and Development team and Public Health.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
	survey.	Review module usage numbers, then set target.	3 months after module launch.		Learning and Development team.
	We will identify and run a programme of Bite Size sessions for staff on the key health awareness issues they identified.	Number of sessions run, number of attendees. Target – one event per quarter.	Nov 2016.	Oct 2017.	Learning and Development team and Public Health.
	We will work with managers who have staff in those hard to reach service areas to ensure access to information and events.	Number of sessions run, number of attendees, feedback from staff – tested via straw poll. Target – one event per quarter for each group.	Nov 2016.	Oct 2017.	HR Business Partner team, Learning and Development team and Public Health.
WORKING LIFE					
To help staff improve their resilience.	We will provide personal resilience training for staff to help them manage their emotionally demanding work.	Number of staff attending, feedback from staff and monitoring of absence levels and reasons. Target – 75% of target staff attended	Nov 2016.	Oct 2017.	Learning and Development team and HR Business Partner team.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
	<p>We will encourage staff annually to undertake the following e learning modules on Quality Matters:</p> <p>Stress Awareness. Mental Wellbeing. Personal Resilience.</p>	<p>training.</p> <p>Number of staff completing the training.</p> <p>Target – 100%.</p>	Nov 2016.	Oct 2017 and annually.	Learning and Development team.
To help staff improve their wellbeing and benefit from their time away from work.	<p>A ‘Switch Off - it’s ok’ culture will be encouraged i.e.</p> <p>Work mobiles turned off when on holiday.</p> <p>No remote email checking when on holiday.</p> <p>Regular reminders at key holiday times via the Borough Bulletin.</p>	Feedback from staff and managers.	Nov 2016.	Oct 2017 and ongoing.	Communications Manager plus DMT’s.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
MANAGEMENT					
To help manage and reduce stress/mental health related absence and to start to create an environment supportive of mental health issues.	All line managers will undertake Mental Health First Aid training to help them identify and support their staff with mental health issues.	Number of managers trained, number of referrals to occupational health, monitoring of absence levels and reasons. Target – 100% of target managers trained.	Jan 2017	April 2017	Learning and Development team and Public Health.
	We will 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 including a stress risk assessment.	Number of referrals to occupational health, usage numbers for counselling service, monitoring of absence levels and reasons. Target – double usage of counselling service, stress/mental health absence levels reduced by at least 10%.	Nov 2016.	Oct 2017 and on going.	HR Business Partner team.

What we want to do	How we will do it	How we will measure it	Start date	By when	Implementation lead
To help manage back/neck/musculo skeletal related absences.	We will implement an early intervention approach for these absences including early referral to occupational health and where appropriate funded physiotherapy.	<p>Number of referrals to occupational health, usage numbers for physio therapy, monitoring of absence levels and reasons and length of absence periods.</p> <p>Target – back/neck/musculo skeletal absence levels reduced by at least 10%.</p>	Nov 2016.	Oct 2017 and on going.	HR Business Partner team.
Develop and enhance this action plan to improve employee wellbeing.	The action plan developed following the feedback from the 2016 staff survey also contains actions linked to employee wellbeing.		Nov 2016.	October 2016.	Learning and Development team.

APPENDIX B

PEOPLE ACTION PLAN

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
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	Strategic priorities are being communicated via DMT meetings and cascaded through team meeting. Additionally, senior leaders are holding face to face events for staff. This has already occurred to great success in ACH and OCS
		2	Bitesize eLearning on the council's strategic priorities (corporate strategy) to be produced and offered to all staff.	Jul 2016		Strategic priorities are available to view on Hyperwave and also within the councils learning management system, Quality Matters.
		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	Directorate business plans and staff survey action plan have been developed following senior leader engagement with staff.
		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		Senior leaders are now encouraged to conduct back to the floor visits, where they interact with staff and ask for suggestions. A staff forum is being set in which staff will have input into strategic direction of the council. Staff are being asked for their opinions

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						on a variety of strategic projects through working groups, for instance pay reward and staff survey.
		5	Staff roadshows to take place across all council sites where senior leadership will present the strategic priorities (corporate strategy).	Jan 2017		Planning ongoing
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.	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	Ongoing via DMT's
		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	Ongoing through development of business plan
		8	Same as action 3	Aug 2016	% of staff who agree	
		9	Performance management to be made more visible in the organisation so that all 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.	Oct 2016	they would be happy to be still working at the council in 12 months time	HR workshops in performance management are taking place every two months. Performance management is being reinforced through managers attending objective setting and appraisal workshops. Staff are given the opportunity to be

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						part of the pay reward task and finish group. Regular communications on performance management are in borough bulletin.
	Staff survey / exit interview feedback	10	Performance management training to be offered to all managers which will include section on recognition / appreciation of good performance	Oct 2016		
Staff agility	Staff survey / Organisational Development Strategy	11	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	Available on Quality Matters and have been advertised as module of the week in borough bulletin.
		12	Benefits of and rationale for recent change to be communicated to all staff.	Aug 2016		Through team meetings and also engaging staff in directorate business plans. Messages on change reinforced through staff events.
		13	Skills matrix to be undertaken throughout the council to identify skills gaps and high potential talent.	Sep 2016		Ongoing
		14	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		Ongoing
		15	Development plans to be included as part of performance management appraisals	Oct 2016		Training in performance management, appraisals and objective setting reinforces this message.
	Exit interview feedback	16	Celebration of internal promotions via Borough Bulletin, with personal communication from the Director	From Nov 2016		

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
Shared values among all staff	Staff survey / Organisational Development Strategy	17	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	CREATE values are promoted on Hyperwave. In addition, all personal development training inc presentation skills and customer services includes information on CREATE. CREATE values reinforced through performance management process.
		18	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	Changed to directorate level sessions and away days to encourage staff understanding of the council strategy.
		19	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	Under review by HR
		20	Promotion of staff's good work in their roles across the organisation through effective communications, including: <ul style="list-style-type: none"> • 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	Good work has been highlighted via Borough Bulletin. Further work of highlighting specific job roles and individuals is underway to ensure that all staff have an understanding of what colleagues in different departments do.
Suitable working environment	Staff survey	21	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 employer	Continuing with engagement from transformation champions.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
and resources		22	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		An in-depth review has happened in York House with improvements already in place.
		23	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016		Ongoing
Trust in leadership	Exit interview feedback	24	Directorate Management Team meeting minutes published in the same area on Hyperwave as Corporate Management Team meeting minutes	From Nov 2016	% of staff who have confidence in the leadership skills of the senior leadership team	
	Staff survey	25	Leadership Masterclasses to be undertaken, with external speakers, specifically in: <ul style="list-style-type: none"> • How to improve staff satisfaction • How to build high performing teams • Effective leadership • Managing through change 	Sep 2016		Masterclass to take place on 20 th Sep. Further masterclasses being sourced.
		26	Senior leaders and members to conduct ' <i>back to the floor</i> ' visits to improve visibility and approachability.	Aug 2016		Ongoing, paper went to People Forum in July and senior leaders are now undertaken this. L&D will review impact in January.
		27	All staff to meet their lead member as part of their induction.	Dec 2016		% of staff who have confidence in the leadership skills of members
Clear operational processes	Staff survey	28	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full	Ongoing

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
		29	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	Training was provided in conducting a FFSR in an agile approach. Learning of how to complete an FFSR is considered on the job learning.
Staff empowerment	Organisational Development Strategy	30	Staff Survey 2016 results and action plan to be communicated to staff.	Jun 2016	% of staff who are satisfied with RBWM as their employer	Complete
		31	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing		Ongoing
	Exit interview feedback	32	Names of staff who receive an honorarium payment and their achievement to be published every two months	From Nov 2016		
	33	Demonstrate recognition for staff using SADC compliment information (number compliments: number in team). Publish top three in Borough Bulletin	Feb 2017			
Multi-skilled workforce	Organisational Development Strategy	34	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	TNA will be launched earlier than expected in mid September.
		35	Cross departmental shadowing opportunities to be made available for staff to increase skills and improve organisational knowledge for staff	Jan 2017		Currently being reviewed by HR.
		36	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		A secondment policy is currently being reviewed by HR.
		37	15% of staff to be trained in Agile Project Management	Dec 2016		% project objectives met in full % of projects

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
					completed on time and to original budget	currently developing a programme of Agile training for staff.
Customer focused workforce	Organisational Development Strategy	38	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	Customer service awareness training is now available as a half day face to face course. This is being made mandatory in operations and customer services. eLearning available on Quality Matters.
Talent management	Organisational Development Strategy	39	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	Being undertaken, work already commenced in Corporate and community services. Date will move to Jan 2017.
		40	Exercise to identify high potential talent in each service area to be undertaken as part of mid year reviews	Oct 2016		Mid year reviews scheduled for October 2016.
Effective leadership	Organisational Development Strategy	41	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	Leadership principles have been developed and will be launched to SLT on 20 th September.
Resilient workforce	Wellbeing strategy	42	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	eLearning on personal resilience available on Quality Matters, this has been advertised as a module of the week on Borough Bulletin
		43	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	Through team meetings and also engaging staff in directorate business plans.

Ingredients of high performing organisations	Area	No	Action	Due date	Transformation programme measure	Progress to date
						Messages on change reinforced through staff events.
		44	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	Some training is currently available on Quality matters for staff, further training communication on identifying signs of stress will appear in Borough Bulletin.
Healthy workforce	Wellbeing Strategy	45	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	Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		46	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		Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		47	Provide line managers with Mental Health First Aid training	Jan 2017	% of residents who are overall very satisfied or fairly satisfied with RBWM	Training is available – will review feedback and evaluate impact
		48	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017		Area being developed