

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
		7	Senior leadership commit to working more collaboratively with teams to determine the best way to execute corporate strategy.	Ongoing	% of staff who have confidence in the leadership skills of members
		8	Same as action 3	Aug 2016	% of staff who agree they would be happy to be still working at the council in 12
		9	Performance management to be made more visible in the organisation so that all	Oct	

			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: <ul style="list-style-type: none"> <li>• Profiles of staff and their roles included in Borough Bulletin.</li> <li>• Key achievements of teams highlighted in Borough Bulletin.</li> </ul>	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

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: <ul style="list-style-type: none"> <li>• How to improve staff satisfaction</li> <li>• How to build high performing teams</li> <li>• Effective leadership</li> <li>• Managing through change</li> </ul>	Sep 2016	% of staff who have confidence in the leadership skills of the senior leadership team
		23	Senior leaders and members to conduct ' <i>back to the floor</i> ' 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	

		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
--	--	----	---	----------	----------------------------