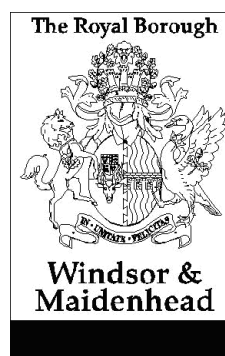


Report for: INFORMATION



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	Employment Panel
Date to be Considered	21 September 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 the 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.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Employment Panel

- 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;
- 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

2.4 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.

2.5 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.
Technical and specialist	Training which is required to complete job role is being given an appropriate focus such as computer aided design (CAD), tree survey skills and geographic information system (GIS).

training	
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	<p>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.</p> <p>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.</p>
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.

- 2.6 142 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

2.7 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.

2.8 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.

2.9 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

2.10 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.

2.11 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.

Mentoring

2.12 Several mentoring programmes have already been run within the council. Going forward these will be joined up to have a one council approach to mentoring. Included in this will be guidance on mentoring such as

- The purpose of mentoring.
- How to select a mentor, ensuring that the mentor and mentee are from different areas of the council.
- How a mentoring sessions should be conducted.

2.13 The impact of mentoring will be monitored and evaluated at an individual and organisational level.

Training calendar

- 2.14 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.
- 2.15 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	<u>Care Act - General Awareness Level 1</u>
Description	<p>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.</p> <p>These sessions are to give those attending a general understanding of the Care Act.</p>
Learning Outcome	<ul style="list-style-type: none"> • 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	<p>Equipping Ourselves for the Future</p> <ul style="list-style-type: none"> • Equipping Our Workforce • Developing Our systems and Structures
Link to Manifesto Commitments	<p>7.1 Ensure residents who receive council care are covered by a care plan</p> <p>7.5 Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse</p>

eLearning

- 2.16 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.

- 2.17 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 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).
- 2.18 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.

Evaluation

- 2.19 All training is evaluated using the Kirkpatrick model for evaluation of its training provision, through this method we can see not only how participants reacted to the training but also its impact on the organisation.

Table 5: Evaluation method

<p>Level 1: Reaction</p> <p>To what degree the participants react favourably to the learning event.</p>	<p>Training course attendees must fill out an evaluation form in order to complete the course. Through this we can ensure that the training which is being provided is fit for purpose and that participants are receiving the necessary information and skills from the course. Participant satisfaction is highly important and we always seek to provide a comfortable and satisfactory learning environment.</p> <p>90.10% of all participants rated the training as either Excellent or Good.</p>
<p>Level 2: Learning</p> <p>To what degree the participants acquire the indented knowledge skills and attitudes based on their participation in the learning event.</p>	<p>Assessed through follow up interaction with attendees following the event to understand if they truly have taken in the necessary learning and how they have altered their practice as a result.</p>
<p>Level 3: Behaviour</p> <p>To what degree participants apply what they learned during the training when they are back on the job.</p>	<p>Accessed through interaction with the line managers to ensure that attendees are utilising the training in their roles following attendance on the course.</p>
<p>Level 4: Results</p> <p>To what degree the targeted outcome occurs, as a result</p>	<p>Will be assessed at year end through a variety of metrics including:</p> <ul style="list-style-type: none"> - Customer complaints

of the learning event(s) and subsequent reinforcement.	<ul style="list-style-type: none"> - Customer satisfaction - Safeguarding events - Staff survey scores
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Leadership development

- 2.20 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.
- 2.21 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.
- 2.22 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.
- 2.23 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.
- 2.24 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.
- 2.25 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

- 2.26 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

2.27 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

2.28 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

2.29 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

2.30 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.

2.31 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

2.32 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.

2.33 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.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
All training required by the council delivered to a high standard	>100% of training required delivered	100% of training require delivered	10% more training delivered	20% more training delivered	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
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

4.1 Financial impact on the budget

Directorate	Budget	Spent / Agreed	Remaining	FTE	Spend per FTE
Corporate and Community Services	£31,400	- £7,135	£24,265	189.44	£165.75
Adult Children and Health Services*	£270,230	- £111,999	£158,231	506.20	£533.84
Operations and Customer Services	£82,670	-11,399	£71,271	344.21	£240.173

*Spend is significantly higher in Adult, Children and Health Services, due to the volume of statutory and mandatory training which needs to be undertaken.

4.2 Additional budget is held in a corporate training budget which is used for council wide initiatives.

5. LEGAL IMPLICATIONS

5.1 None

6. VALUE FOR MONEY

- 6.1 From conducting a full and robust training needs analysis, duplication of spending has been reduced and staff time spent on training is being used more effectively. For instance refresher training is now offered to staff in safeguarding which while maintaining statutory requirements is a shorter training session. So far this financial year, this has saved 243 hours of staff time.
- 6.2 More appropriate training, can now be offered to staff so that the spend on training and the staff time used is at its most effective. For instance, previously face to face IT was offered, this has now been replaced by an online offering. This allows staff to learn at their own pace and refer back to the training when necessary and offers significantly better results than face to face training.
- 6.3 While reduction in spend on training was not an objective of forming a centralised learning and development team, due to avoiding duplications in commissioning and utilising economies of scale, some savings have already been identified.
- 6.4 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

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

						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 part of the pay reward task and finish group. Regular communications on

						performance management are in borough bulletin.
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	Available on Quality Matters and have been advertised as module of the week in borough bulletin.
		11	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.
		12	Skills matrix to be undertaken throughout the council to identify skills gaps and high potential talent.	Sep 2016		Ongoing
		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		Ongoing
		14	Development plans to be included as part of performance management appraisals	Oct 2016		Training in performance management, appraisals and objective setting reinforces this message.
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	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.
		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	Under review by HR
		18	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 and resources	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 employer	Continuing with engagement from transformation champions.
		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		An in-depth review has happened in York House with improvements already in place.
		21	Hyperwave to be reviewed and improved to use its entire functionality, e.g. utilising the peer networking functions.	Dec 2016		Ongoing
Trust in leadership	Staff survey	22	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	% of staff who have confidence in the leadership skills of the senior leadership team	Masterclass to take place on 20 th Sep. Further masterclasses being sourced.
		23	Senior leaders and members to conduct <i>'back to the</i>	Aug 2016		Ongoing, paper went to People Forum

			<i>floor'</i> visits to improve visibility and approachability.			in July and senior leaders are now undertaken this. L&D will review impact in January.
		24	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	Proposal for new induction programme to go to People Forum in Sep with a view to implement in Oct.
Clear operational processes	Staff survey	25	Through continued undertaking of fundamental service reviews, operational processes to be streamlined.	Ongoing	% project objectives met in full	Ongoing
			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	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	Complete
		27	Staff to be encouraged via senior leadership to take accountability for making decisions and not relying on being directed.	Ongoing		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	TNA will be launched earlier than expected in mid September.
		29	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.
		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		A secondment policy is currently being reviewed by HR.
		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	Agile training for staff.
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	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	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	Being undertaken, work already commenced in Corporate and community services. Date will move to Jan 2017.
		34	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	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	Leadership principles have been developed and will be launched to SLT on 20 th September.
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	eLearning on personal resilience available on Quality Matters, this has been advertised as a module of the week on Borough Bulletin
		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	Through team meetings and also engaging staff in directorate business plans. Messages on change reinforced through staff events.
		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	Dec 2016	% of staff who agree they would be happy to be still working at	Some training is currently available on Quality matters for staff, further training communication on identifying

			themselves and in their colleagues.		the council in 12 months time	signs of stress will appear in Borough Bulletin.
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	Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		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		Covered under new absence management courses run by HR business partners. Figures will be reviewed at mod year.
		41	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
		42	Identify and promote health awareness resources for staff in the current Healthy Working area on hyper wave	Jan 2017		Area being developed