

Appendix 1

COUNCIL-WIDE ACTION PLAN

Recommendations	By whom	By when	Progress
1. Communication			
Immediate actions			
1.1 address internal communications issues highlighted in the staff survey as part of the revision of the communications and marketing strategy	Head of Communications and Marketing	CMT: 19 September, Executive 16 October Implementation: Autumn 2012 onwards	New Comms and Marketing Strategy agreed.
1.2 all service teams to ensure their information on BORIS is up-to-date.	Director of Corporate Services	November 2012 and on-going	Forest Views reminder to all teams.
1.3 action more effective use of MS Outlook email groups to ensure that information is only sent to people who need to know.	Director of Corporate Services	September 2012	Report in draft
1.4 design a communications plan for actions and improvements taking place as a result of the feedback from the staff survey 2011.	Recruitment Strategy Manager and Communications and Marketing team	September 2012	Communications will take place every quarter until the next survey.
Medium term actions			
1.5 implement the communications plan	Head of Communications and Marketing	October 2012 onwards	Underway

Recommendations	By whom	By when	Progress
2. Leadership and Management			
Immediate actions			
2.1 promote stress awareness and focus on early interventions to reduce workplace stress addressing issues identified as contributory factors in creating stress	Heads of HR	Actions to be taken agreed by November 2012 On-going	Awareness raising sessions underway. Currently have completed Senior managers sessions for Corporate Services/CYP&L/ASCH&H
2.2 all new managers to take part in a management development centre as soon as possible following appointment to identify training needs.	Head of Learning and Development	New management development proposals produced by 31 October 2012	Report agreed by CMT on 31 October
2.3 deliver biannual management conferences for the “Managers’ and Supervisors’ Group”, with the objectives set out in paragraph 5.7.5, CMT report 30 May 2012	Chief Executive	Event held twice each year; January 2013, July 2013	In place.
2.4 work towards minimum standards of 1:1s and team meetings as promoted by learning and development events, coaching and management events, with a view to establishing their effectiveness via the next staff survey.	Head of Learning and Development to promote best practice.	October 2012	Report agreed by CMT on 31 October
2.5 facilitate cross function working together for all managers, through management events and learning and development provision/content.	Head of Learning and Development to review current mechanisms for sharing management best practice and promote these across the Council.	On-going (events and dates to be identified and reported quarterly)	Report agreed by CMT on 31 October

Recommendations	By whom	By when	Progress
2.6 deliver proposed actions to provide mentoring and coaching support for new managers.	Head of Learning and Development	From October 2012	Report agreed by CMT on 31 October
Medium term actions			
2.7 further investigate and report on nature and prevalence of discrimination within the Council	Equalities Sub-Group	November/December 2012	Research commissioned
2.8 maintain training and mentoring programmes	Head of Learning and Development	On-going	In place
3. Performance Management (these actions are more complex and require time to deliver fully hence completion requires longer deadlines).			
Medium term actions			
3.1 review how poor performance is addressed across the organisation and report on future management with an emphasis on making it more effective and less time consuming.	Chief Officer: Human Resources	April 2013 for scoping of work involved	By CMT, through report
3.2 investigate mechanisms for rewarding those who are doing a very good job	Chief Officer: Human Resources	Scoping by Autumn 2012	Underway
3.3 explore opportunities to create equivalents of the “Advanced Practitioner” status to recognise those with excellent skills but who were not seeking a management position.	Chief Officer: Human Resources	Scoping of work by Spring 2013 in the light of the job evaluation exercise	Underway

Recommendations	By whom	By when	Progress
4. The future of the staff survey			
4.1 review the usefulness of the 2011 survey in improving organisational performance	Recruitment Strategy Manager	January/February 2013	Underway

As at 26 November 2012