Investors in People Action Plan

This action plan addresses areas of improvement following the post recognition Investors in People (IiP) review completed in April 2008.

Heading	Challenge	Action	Lead Officer	Completion Date	Progress update Dec 2008
Management skills	To develop and improve managers capability and knowledge in line with the culture change and restructure	• To run excellence through leadership programmes for all middle management focusing on managing teams, managing performance, leadership, leading change, communications, people management and personal effectiveness • To evaluate outcomes through PDRS and ensure learning needs are part of managers learning and development plans	HR / Managers Managers / HOS	2008/09 PDRS 2009	• **On target.** Management Development Programme for managers commences Jan, April and Sep 09. • **On target.** Learning and development needs to be recorded using the new PDR forms. Outcomes to be evaluated at 1-1's and PDR review meetings.
People Management	Corporate goals, aims and priorities to be made relevant to team and individual level	Reinstatement of monthly team meetings	Managers	Immediate	• **On target.** Monthly team meetings are held. Team Brief is communicated at monthly meetings and completion rate is reported monthly to CMT. The Staff Survey Dec 2008 will provide measurement on this action.

7.4

IiP Action Plan
May 2008

People Management	Corporate goals, aims and priorities to be made relevant to team and individual level	Reinstatement of regular 121's between manager and staff as part of the PDRS	Managers	Immediate	• **On target.** As part of the new PDR scheme, a full and mid year review is completed, supported by regular 1-1's. The Staff Survey Dec 2008 will provide measurement on this action.
PDRS	To ensure the current PDRS is fit for purpose, easy to use and a benefit to managers	• Review of the Performance Development Review Scheme (PDRS) looking at process and documentation. Ensuring values are reflected • HOS and managers to receive training on new/revised PDRS • Staff to receive training on new/revised PDRS	HR HR / Managers HR / Staff	Jun 08 Nov/Dec 08 Nov/Dec 08	• **Achieved.** A new PDR process and forms have been developed and launched November 2008. • **Achieved.** Briefing sessions held in Nov/Dec 08 for HOS/Managers • **Achieved.** Briefing sessions held in Nov/Dec 08 for staff.
PDRS	To ensure every member of staff has their performance appraised and objectives for the following business year set	• Managers to take ownership of the PDRS, ensuring PDR are completed, good performance and contribution is recognised and performance issues are dealt with. • HR to provide stats on PDR completed to ensure 100% achievement	Managers HR	PDRS Jun/Jul 08 Jan/Feb 09 Aug 08 / Feb 09	• **On target.** Managers are taking ownership for the completion of PDRS. Performance issues are starting to be dealt with on a consistent basis across the Council. • **On Target.** Reports to CMT on PDR statistics in June/Jul - reporting on 74% completion rate. Reports due in February on Dec/Jan PDRS.
PDRS	To ensure every member of staff has their performance appraised and objectives for the following business year set	Staff to take ownership to ensure that their performance is reviewed annually and objectives are agreed for the coming business year.	Staff	PDRS Jun/Jul 08 Jan/Feb 09	• **On target.** The new PDRS is designed so that staff take a joint ownership. This has just been launched so will need to be reviewed in Feb 2009.

7.5

PDRS – Learning and development plans	To develop a learning organisation	Managers to ensure that every member of staff has an annual learning and development plan that is agreed, acted upon and reviewed.	Managers	PDRS Jun/Jul 08 Jan/Feb 09	• **On target.** New PDRS form ensures that learning and development objectives are set for the business year and then reviewed at mid and full PDR. The Staff Survey Dec 2008 will provide measurement on this action.
PDRS – learning and development plans	To develop a learning organisation	Staff to take ownership for their learning and development by ensuring they have an annual learning and development plan that is agreed, acted upon and reviewed.	Staff	PDRS Jun/Jul 08 Jan/Feb 09	• **On target.** The new PDRS is designed so that staff have joint ownership. This has just been launched so will need to be reviewed in Feb 2009.
PDRS	Managers to be able to demonstrate how staff objectives and personal development plans achieve team and organisational objectives	• Review PDRS forms to enable a clear link to be recorded between personal objectives, team objectives and organisational objectives • To provide advice and support to managers when setting objectives to help this link be made. • Managers to take ownership of process	HR HR Managers	Jun 08 Nov/Dec 08 PDRS Jun/Jul 08 Jan/Feb 09	• **Achieved.** The objectives form enables a clear link to be made between personal objectives and the impact on service plans and strategic goals and priorities of the Council. • **Achieved.** Guidance notes and briefing sessions have been provided to managers to ensure they are trained on the new process and can make the links to service and organisational objectives. • **On target.** PDRS will be reviewed to ensure smart objectives are set.

7.6

IiP Action Plan
May 2008

Learning outcomes and evaluation	Learning outcomes are evaluated	• Managers to evaluate learning outcomes using the training evaluation form. • HR to continue to evaluate the effectiveness and relevance of corporate training and development programmes	Managers HR	Dec/Jan April 2009 ongoing	• **On target.** HR has relaunched the training evaluation form to ensure managers are evaluating learning outcomes. HR are recording and monitoring the evaluation forms • **On target.** A report went to CMT on 12 Aug evaluating learning and development 0708, a further report will be completed in April 09 evaluating learning and development 0809. HR to continue to evaluate training on completion of course/programmes.
Continuous improvement	Create a culture of continuous improvement	• Managers to provide support, encouragement and development for staff to improve their personal performance • HR to advise managers on the opportunities available to staff in the forms of training, secondment, shadowing, buddy system, mentors etc	Managers HR	Ongoing through 121's Ongoing through DMT / 121's	• **On target**. The PDRS supports managers creating a culture of continuous improvement. • **On target.** Policies have been improved to support a learning culture – Training and Development Policy and Professional, Career and Vocational Study policy. HR is currently researching job shadowing and mentoring systems.

7.7

Communication	Improve communication	• Managers to ensure Team Brief is made local and cascaded down to staff • Managers to ensure staff have the opportunity to feedback and contribute ideas to improve performance	Managers	Immediate ongoing	• **Achieved.** Team brief is cascaded down to staff at monthly team meetings. Completion rates are sent to CMT monthly. • **On target.** Staff have a number of ways to contribute ideas and suggestions through team brief, staff update, email, CE's open door sessions.
Corporate training plan	To provide our staff with the skills and knowledge they need to deliver our services and improve performance	• HR to launch corporate training plan 08/09 in line with corporate objectives and PDRS outcomes	HR	Aug 08 review Mar 09	• **Achieved.** Corporate training plan launched October 2008.
Learning and Development Strategy	To provide a framework for people development at the Council	• HR to produce a people strategy	HR	Dec 08	• **On target.** HR Review completed and approved Dec 08. People strategy in draft format. New workforce plan to be developed out of the People strategy once approved.

7.8