

Investors in People Action Plan (v1: draft)

APPENDIX A AGENDA ITEM 7(B)

This action plan addresses areas of improvement following the post recognition Investors in People (IiP) review completed in April 2008. Recognition first gained in January 2005. Action plan to be agreed by 10 July 2008. Progress review of the action plan to have taken place by 10 April 2009.

IiP Indicator(s)	Heading	Challenge	Action	Strategic Lead	Operational Lead	Responsibility	Deadline
3, 4, 5, 9	Management skills	To develop and improve managers capability and knowledge in line with the culture change and restructure	<ul style="list-style-type: none"> 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 	Emma Freeman	Helen Farrell	HR / Managers	TBA
			<ul style="list-style-type: none"> To evaluate outcomes through PDRS and ensure learning needs are part of managers learning and development plans 	Directors	HOS	Managers / HOS	PDRS Jun/Jul 08 Jan/Feb 09
1, 3, 5, 6	People Management	Corporate goals, aims and priorities to be made relevant to team and individual level	Reinstatement of monthly team meetings	Directors	HOS	Managers	Immediate
1, 3, 5, 6	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	Directors	HOS	Managers	Immediate
1, 3, 6	PDRS	To ensure the current PDRS is fit for purpose,	<ul style="list-style-type: none"> Review of the Performance Development Review Scheme (PDRS) 	Emma Freeman	Helen Farrell	HR	Jun 08

		easy to use and a benefit to managers	looking at process and documentation. Ensuring values are reflected <ul style="list-style-type: none"> • HOS and managers to receive training on new/revised PDRS • Staff to receive advice/guidance on new/revised PDRS 			HR / Managers HR / Staff	Jun/Jul 08 Jan/Feb 09 Jun/Jul 08 Jan/Feb 09
1, 3, 6, 7	PDRS	To ensure every member of staff has their performance appraised and objectives for the following business year set	<ul style="list-style-type: none"> • 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 	Directors Emma Freeman	HOS Jaleh Nahvi	Managers HR	PDRS Jun/Jul 08 Jan/Feb 09 Jul 08 / Feb 09
1, 3, 6, 7	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.	Managers	Staff	Staff	PDRS Jun/Jul 08 Jan/Feb 09
2, 3, 8	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.	Directors	HOS	Managers	PDRS Jun/Jul 08 Jan/Feb 09
2, 3, 8	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.	Managers	Staff	Staff	PDRS Jun/Jul 08 Jan/Feb 09
1, 6	PDRS	Managers to be able to demonstrate how staff objectives and personal	<ul style="list-style-type: none"> • Review PDRS forms to enable a clear link to be recorded between personal objectives, team objectives and 	Emma Freeman	Helen Farrell	HR	Jun 08

		development plans achieve team and organisational objectives	<ul style="list-style-type: none"> organisational objectives To provide advice and support to managers when setting objectives to help this link be made. Managers to take ownership of process 	Emma Freeman Directors	Helen Farrell HOS	HR Managers	Jun/Jul 08 Jan/Feb 09 PDRS Jun/Jul 08 Jan/Feb 09
2, 3, 8, 9, 10	Learning outcomes and evaluation	Learning outcomes are evaluated	<ul style="list-style-type: none"> 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 	Directors Emma Freeman	HOS Helen Farrell	Managers HR	Immediate ongoing
1, 3, 6, 8, 9	Continuous improvement	Create a culture of continuous improvement	<ul style="list-style-type: none"> 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 	Directors Emma Freeman	HOS Helen Farrell	Managers HR	Ongoing through 121's Ongoing through DMT / 121's
1, 6	Communication	Improve communication	<ul style="list-style-type: none"> 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 	Directors	HOS	Managers	Immediate ongoing
9, 10	Corporate training plan	To provide our staff with the skills and knowledge they need to deliver our services and improve performance	<ul style="list-style-type: none"> HR to launch corporate training plan 08/09 in line with corporate objectives and PDRS outcomes 	Emma Freeman	Helen Farrell	HR	Aug 08 review Mar 09
1, 9, 10	Learning and	To provide a framework for	<ul style="list-style-type: none"> HR to produce a learning and 	Emma	Helen	HR	Dec 08

	Development Strategy	people development at the Council	development strategy	Freeman	Farrell		
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