

CONTINUOUS IMPROVEMENT PLAN

The first column of this Plan has been completed by our IIP assessor following assessment in February 2009.

	Suggestions for further development	Action agreed	Lead Officer	Date	Progress Update
1	Continue to nurture and support those who may be finding people management difficult.	Advertise mentoring programme regularly to remind people of support available.	Sally McAuley (SM)	By June 2009 and regularly	Completed
		Introduce short refresher sessions around key policy areas and managing performance.	Karen Jenkins (KJ)	From June 2009 onwards	Completed and ongoing – have delivered Learning Hours on Absence Management and Employee Status
		Advertise HR surgeries for people wanting support for people management issues.	KJ/Sarah Bolt (SB)	From May 2009	Completed and ongoing. Surgeries now scheduled quarterly and proving successful.
		Further training to support 'managing the difficult bits'.	KJ/SM	Already scheduled as Achieving Performance Excellence training and scheduled for 2009.	Completed - 70 people managers have now attended this training.

	Suggestions for further development	Action agreed	Lead Officer	Date	Progress Update
2	There are a few staff who have been unable to undertake the job role they were recruited for and are frustrated. Try to ensure that they have projects to keep them stretched.	Establish a process where we can ask for volunteers to work on key projects. SMT and News and Views to identify suitable corporate and service related projects. Managers to agree to release staff according to service needs.	SM	By September 2009	Outstanding work yet to be completed. Paper in progress for SMT consideration.
3	Continue to support Managers with their team development side.	Introduce short workshop to help provide managers with tools and ideas for team building in their own teams.	SM	By December 2009	Outstanding work yet to be introduced.
4	Some staff feel they could take on some of their manager's workload if they were trained to do so. Investigate where this may be the case.	Key message in Performance Excellence Review training for each manager to explore this with those they manage. Delegation skills continue to be part of training for managers.	SM KJ/SM	April 2009	Completed and ongoing. Training in this has been delivered through Achieving Performance Excellence Programme
5	Ensure everyone has a buddy or mentor allocated at induction.	Develop a process to formalise this requirement into the welcome process.	SM	By December 2009	Review of Welcome checklist in progress.
6	Consider development of your intranet as a priority.	Gain update from Adrian Marsden on development of intranet.	Jane Voller	By April 2009	ICT working on this as a key project which is on track.

	Suggestions for further development	Action agreed	Lead Officer	Date	Progress Update
7	Investigate home working/mobile working across all departments and ensure all are clear what is and isn't possible.	SMT to restate aims of homeworking.	KJ	By July 2009	Completed.
		Use News and Views session to review the use of homeworking (what is working/what is not working/areas for improvement).	KJ	By July 2009	Completed
		Investigate details of how many homeworkers we have and where and target areas where this is not working.	KJ	By July 2009	Completed.
		Explore homeworking options as part of 2009 Performance Reviews.	All managers	By July 2009	To be included in reviewed format for 2010
8	Ensure that probationary period for new starters actually happen across all departments and that managers are comfortable with the role they need to fulfil here.	Add management role in probation to Achieving Performance Excellence training.	KJ/SM	Immediately	Completed
		HR to check with manager/individual after 3 months that clear objectives have been set and are being reviewed.	KJ/SM	Immediately	Line Manager's manager responsibility but will review for new starter checklist.

	Suggestions for further development	Action agreed	Lead Officer	Date	Progress Update
9	Check there is clear interpretation of policies across the council.	Use News and Views to introduce new policy areas and refresh on existing ones.	All policy writers	Immediately	Completed. All new employment policies introduced in communication briefings – News and Views.
		Review notice boards to remove old policy notices.	Leigh Biddulph	By April 2009	Completed and ongoing
		Ensure that new intranet makes accessing policies and managers' guides easier.	JV and ICT	To coincide with new intranet	ICT implementing.
10	Some staff feel they would like more creativity in in-house courses. For those that are dynamic 'ideas' people it may be useful to develop some workshops where they have particular projects to solve and use creative thinking.	Review Experienced Managers' Development Programme to incorporate real life problems.	SM	By end 2009	This programme has now ended due to all managers having attended. Will review content for future programmes.
11	A couple of people felt that some office changes had been made without consultation and as a result were not sure whether new work met the disability discrimination act. Try to ensure that Managers appreciate need to do this.	Use project team of volunteers to meet to address this problem. Gain views from ICT, HR, Health and Safety and Property Services. Develop a checklist for managers so they can ensure all points are covered when proposing moves.	SM to promote with project	June 2010	Outstanding - Link to item 2 and use as first project.

Karen Jenkins

Head of Organisational Development