

Appendix One Investors in People – Action Plan following ‘areas for potential development’ highlighted by the assessor

Issue	Planned development	Action	Start Date	Completion Date	Person Responsible
1. Management Competencies & Leadership skills	Discuss and define the skills required of leaders	Need to develop competency models for all levels based on Essex Framework which has been adopted by Devon Improvement Partnership.	April 2006	June 2006	Karen Jenkins (KJ)
	Develop training to help those new to leadership.	Introduce leadership programme using programmes introduced through Devon Improvement Partnership.	April 2006	June 2006	KJ/Sioux Breeze Derrigan (SBD)
	Include Management Competencies and leadership skills as part of the Corporate Training Portfolio.	As above.	April 2006	June 2006	KJ/SBD
2. Provide clear indication to our managers what is expected from them.	Consider what is expected of our managers and publish a brief management charter which outlines this such as recruitment, appraisals and the welcome process.	Need to develop a reference document to ensure that managers understand our key requirements and processes.	April 2006	June 2006	SBD/KJ
3. Revenues & Benefits restructure.	Ensure one-to-ones are all happening in order that worries can be addressed. Also ensure agreed actions are being followed up.	Follow up with relevant Head of Service and Director.	March 2006	Ongoing	Simon Davey (SD) and HR Audits

Revenues & Benefits restructure.	Ensure new training programme for employees is a priority.	Introduce customer service training and ensure attendance	March 2006	September 2006	SBD
	Ensure employees are clear on their new valued roles and they have an opportunity to talk through new responsibilities. Also ensure employees are clear why particular duties (if any) have been relinquished.	Follow up with relevant Head of Service to ensure one to ones are taking place.	March 2006	Ongoing	SD
4. Reception cover	Explore options for reception cover to allow these employees to partake in activate activities	Planned inclusion in Customer Service Centre will allow greater cover	July 2006	Ongoing	Rob Eede (RE)
5. Team Brief	Ensure team brief meetings are consistent across all directorates.	Another message required at SMT for Directors	April 2006	Ongoing reinforcement	KJ to SMT
	Ensure Team Leaders within Street Scene realise the importance of team brief and that this is cascaded in a timely fashion.	Reinforcement with Mark Reilly and Karime Hassan has been undertaken through Stress Audit.	April 2006	Ongoing reinforcement	KJ to Mark Reilly (MR) and Karime Hassan (KH)
	Consider a working party to discuss how information can best be disseminated quickly through Street Scene.	Issue was raised through Stress Audit and new communication channel is being introduced. 6 monthly meeting with whole Street Scene management team and commitment to team meetings.	March 2006	Ongoing reinforcement	Karime Hassan and SBD/KJ
6. Street Scene Appraisals	Ensure all Street Scene employees are completing the	Review and update short form in preparation for	April 2006	May 2006	KJ/SBD

	short form for appraisal and regularly review the relevance of questions asked.	April 2006 appraisal.			
	Examine the number of appraisals each manager has to undertake in street scene to make sure no individual has to undertake too many.	Review staff to manager ratios	April 2006	June 2006	Mark Reilly (MR)
7. Skills Matrix	Consider creating a skills Matrix for Street Scene to give an indication of skill levels and identify areas for development.	For discussion with Mark Reilly	April 2006		SBD
8. Mentoring	Encourage greater involvement of mentoring across all services for new employees and those in new roles. This should be seen to be part of the ongoing induction to the role.	Training has included the introduction of mentoring programme in the 07/09 Service Plan.			
9. Back to floor visits	Check back to floor opportunities exist for all services and ensure feedback and action plans are scheduled following each visit.	Responsibility of Directors and Heads of Service to review during one to ones and appraisal.	April 2006	June 2006	All Directors and Heads of Service.
	Outline the reason behind back to floor visits during the welcome process to ensure everyone realises their importance and how they are used.	Add to the Welcome Process in Head of OD presentation.	April 2006	April 2006	KJ
10. Feedback from training evaluations	Ensure feedback is given to managers to enable them to appreciate the impact learning and development is having across services.	Feedback for courses to be added to the corporate training portfolio.	April 2006	Ongoing	SBD

	Make sure employees realise what happens to the information on their evaluation forms, how it is used and why it is important.	Managers to reinforce this message. SBD to do a reminder in Team Brief.	May 2006	Ongoing	SBD
	Check line managers remember to follow up the evaluation forms at 4 weeks and three months after training.	As above. Training team monitor evaluations.	May 2006	Ongoing	SBD
11. Questionnaires	Ensure feedback is given promptly following any questionnaire.	Agreed.			
12. Continuing Professional Development (CPD) Budget	Clarify procedure/allocation of budget for CPD. Employees sometimes feel they need/want to undertake this but that it is too costly even if they do it in their own time.	SBD to clarify in Team Brief.	June 2006		SBD
13. Employees suggestion scheme	Consider developing a clear suggestion scheme that has defined submitting period's such as monthly/quarterly rewards.	Suggestion scheme already developed and due for launch on 1 April 2006.	April 2006	Ongoing	Bob Darbourne (BD)
14. Welcome	Check to see all managers are completing the welcome checklist.	Training to include checks through the HR Audit process.	April 2006	Ongoing	SBD
15. Training Budgets	Clarify training budget allocation. There is some confusion over whether budgets can be carried over or used by other services	Issue being investigated to achieve better reporting on corporate and local budgets.	May 2006	Ongoing	SBD
17. Recognition	Review star performer in terms of frequency and way in which this is celebrated.	Raise at SMT	May 2006	May 2006	KJ

18. Performance management	Explore concept of 'rolling journal' for objectives and decide if this can be used elsewhere.		May 2006	May 2006	SBD
16. IIP Review	Consider the benefits of a profile review next time. This will allow us to focus on particular areas or to receive a more in depth report based around the principles of the standard.	OD team to consider.			KJ

Head of Organisational Development to review this action plan in September 2006