



Action Plan  
April 2006 to March 2007

CHANGE					
OBJECTIVE		To ensure that change is effectively and appropriately managed at all levels with Warwick District Council.			
ACTION		BY WHEN	BY WHOM	SUCCESS CRITERIA	ACTION TO DATE
			FINANCIAL REOURCE		
1.	Review and promote current Review Consultation Guidelines, including training for managers and union representatives regarding consultation process to ensure effective consultation at the earliest stage.	October 2006	Corporate Personnel Services (CPS) £2,000 training subject to HSE funding	<ul style="list-style-type: none"> <li>- clear guidance for managers, unions and staff</li> <li>- monitoring by JCF</li> <li>- Stress Survey results</li> <li>- Focus Group feedback</li> </ul>	A Joint Union/Senior Management Workshop was held on 12 <sup>th</sup> June – different approach to consultation adopted.
2.	Explore different forms of processing and providing information to ensure right message reaches the right people at the right time.  <b>Cross reference with Chief Exec Plan</b>		Chief Exec Assistant Chief Executives	<ul style="list-style-type: none"> <li>- Stress Survey results</li> <li>- Focus Groups</li> <li>- Staff Survey</li> </ul>	Areas highlighted are the non Riverside House Staff and new systems communicating with those staff being implemented.
3.	Provide training for employees in relation to managing personal change.	May 2006	Corporate Personnel Services £1,000	<ul style="list-style-type: none"> <li>- Stress Survey results</li> <li>- Focus Groups</li> <li>- Take Up/Attendance</li> <li>- Evaluation</li> </ul>	New Horizons Programme offered to support staff affected by Admin review in May 2006. Further training arranged for April/may 2007.
4.	Provide training for senior officers to support the implementation of organisational change.	May 2006 and ongoing	Corporate Personnel Services £5,000	<ul style="list-style-type: none"> <li>- Stress Survey Results</li> <li>- Focus Groups</li> <li>- TakeUp/Attendance</li> </ul>	Changing Lives Programme offered to senior officers
5.	Introduce annual statement from the Chief Executive to be issued after the	Annually	Chief Executive	<ul style="list-style-type: none"> <li>- Stress Survey results</li> <li>- Focus Groups</li> <li>- Staff Survey</li> </ul>	

	budget process, including Portfolio Holder Statements and identifying what the year ahead will bring.				
6.	Re-emphasise the need to discuss organisational changes within team meetings and appraisals.	May 2006 and ongoing	CMT/Heads of Service	<ul style="list-style-type: none"> <li>- Focus Groups</li> <li>- Stress Survey results</li> </ul>	To ensure organisational change is included in core brief, and all team minutes forwarded to CMT.
<b>MANAGEMENT SUPPORT</b>					
<b>OBJECTIVE</b>		<b>To enable managers to provide effective and consistent support to staff</b>			
<b>ACTION</b>		<b>BY WHEN</b>	<b>BY WHOM</b>	<b>SUCCESS CRITERIA</b>	<b>ACTION TO DATE</b>
			<b>FINANCIAL RESOURCE</b>		
1.	Health and Safety as agenda item on all team meetings, guidance to be issued on what should be covered and how issued should be reported back.	May 2006	Environmental Health	<ul style="list-style-type: none"> <li>- regular reports to Forum</li> <li>- decrease in foreseeable accidents</li> <li>- increased awareness that stress/pressure is a health and safety issue</li> </ul>	Achieved. CMT monitoring.
2.	Develop plan for implementing management competencies to ensure a consistent approach to management.  <b>Cross reference with Chief Exec Plan</b>	March 2007	Corporate Personnel Services	<ul style="list-style-type: none"> <li>- developed plan for implementation</li> <li>- management competencies are developed as a result of the plan</li> </ul>	Initial phase for Directors and Service Area Managers planned.
			£2,000		
3.	Develop 'new' managers program, giving support to new entrants or those		Corporate Personnel Services	<ul style="list-style-type: none"> <li>- take up rate</li> <li>- evaluation</li> <li>- Stress Staff Survey</li> </ul>	Trial undertaken – awaiting evaluation

	recently promoted to a supervisory/management position.  <b>Cross reference with Chief Exec Plan</b>	April 2006 and ongoing	£7,500	- Grievance levels - Staff Survey results	No further action pending appointment of Learning and Development Officer
4.	Facilitate opportunity for managers to form support networks.  <b>Cross reference with Chief Exec Plan</b>	April 2006 and ongoing	Corporate Personnel Services Time and Venue	- take up rate - self managed evaluation - impetus to continue	No further action pending appointment of Learning and Development Officer
5.	Explore potential for mentoring scheme.  <b>Cross reference with Chief Exec Plan</b>	March 2007	Corporate Personnel Services  £1,000 per mentor or train in-house trainer (£2,000)	- potential number of mentors - potential number of those wishing to be mentored	Action delayed pending appointment of Learning and Development Officer. However working as part of a West Midlands pool, whereby training is provided to enable mentoring/coaching to take place across member Authorities.

RELATIONSHIPS					
OBJECTIVE		To promote and encourage positive working to avoid conflict and unacceptable behaviour			
ACTION		BY WHEN	BY WHOM	SUCCESS CRITERIA	ACTION TO DATE
			FINANCIAL RESOURCE		

1.	Review and promote Harassment Policy.	March 2007	Corporate Personnel Services and Unions	<ul style="list-style-type: none"> <li>- Stress Survey results</li> <li>- Incidence of reported harassment/grievance cases raised formally/informally</li> <li>- Increased awareness of policy</li> </ul>	Delay pending outcome of rerun of Stress Survey.
2.	Review and promote support mechanisms.	March 2007	Corporate Personnel Services and Unions	<ul style="list-style-type: none"> <li>- Increased awareness of support mechanisms</li> <li>- Monitoring of use of support mechanisms</li> <li>- Levels of reported formal/ informal grievances and harassment</li> </ul>	Promotion of the role of Employee Support Officers, including training of additional officers to take place in April/May 2007.
			£2,000		
3.	Raise awareness and understanding of staff and managers in relation to stress and mental health issues.	November 2006	Corporate Personnel Services	<ul style="list-style-type: none"> <li>- increased awareness of stress and mental health issues</li> <li>- decrease in sickness absence</li> </ul>	Mandatory training taking place for managers in April/May/June 2007
			£500		
4.	Develop corporate and team standards in relation to unacceptable behaviours for WDC employees towards colleagues.	October 2006	Corporate Personnel Services, Unions and Focus Groups	<ul style="list-style-type: none"> <li>- Standards adopted</li> <li>- Staff Survey Results</li> <li>- Incidence of grievance/ harassment cases raised formally/ informally</li> </ul>	To be encompassed in new ways of working and competency framework

DEMAND					
OBJECTIVE		To support employees by implementing systems to manager workload, work patterns and working environment			
ACTION		BY WHEN	BY WHOM	SUCCESS MEASURE	ACTION TO DATE
			FINANCIAL RESOURCE		
1	Investigate flexible, but consistent approach to working patterns that ensure changing demands can be accommodated, including front line services	March 2007	Corporate Personnel Services and Unions	<ul style="list-style-type: none"> <li>- Focus Groups</li> <li>- Staff Survey results</li> <li>- Revised working patters</li> <li>- Stress Survey results</li> </ul>	Revised policy proposed.
2.	Explore potential and demand for 'Time Management' Courses to support employees in balancing conflicting demands.	Two courses by October 2006	Corporate Personnel Services	<ul style="list-style-type: none"> <li>- take up/demand</li> <li>- evaluation</li> <li>- Stress Survey results</li> </ul>	Offered two but only one applicant so cancelled. Further training in Personal Effectiveness and Rational Thinking being offered.
3.	Identify unacceptable customer behaviours and develop protocol for staff in how to respond to unacceptable verbal abuse and follow up actions	March 2007	Revs and Customer Services and EH	<ul style="list-style-type: none"> <li>- reduction in reported abusive behaviour from customers</li> <li>- staff survey results</li> </ul>	Report submitted to January Employment Committee

Actions included in Demand Section of 'Working Without Stress' Action Plan to be cross referenced with Chief Executive's Organisational Plan

MONITORING AND REVIEW					
OBJECTIVE		To monitor and review the 'Working Without Stress' Action Plan to identify successful outcomes and areas for improvement			
	ACTION	TIMESCALE	BY WHOM	MEASURE OF SUCCESS	ACTION TO DATE
1.	Rerun Stress Survey	March 2007	Stress Steering Group	- takeup - improved indicators	Scheduled June '07
2.	Monitor performance indicators, inc: -sickness absence - turnover - use of In-Touch - use of Counselling Services - demand on ESO's - occ health referrals - ill health retirements - number of staff vacancies - training reports - violence and aggression reports - reported harassment incidents	To Member/TU Panel as appropriate	Stress Steering Group	- improved indicators - positive trends - areas of concern flagged up - more targeted use of resource	Data being collated
3.	Invite Focus Groups back	September 2006	Stress Steering Group	- qualitative feedback - attendance	Delayed pending rerun of Focus Groups
4.	Report to member/TU Joint Panel	Quarterly	Stress Steering Group	- progress made	3 reports to MTUJP
5.	Joint Communication Forum to monitor corporate consultations	Quarterly	CMT	- successful consultations - improved communications	Taking Place