

**Employee Opinion Survey**

**Corporate Action Plan**

**Improvement theme 1: Communicating the Vision & Priorities for the Council**

| <b>What will we do?</b>  | <b>How will we do it?</b>   | <b>Who is responsible and when do we need to do it?</b>                 | <b>How will we measure it?</b>                                 |
|--|---|---|--|
| <b>1.1 Provide clear leadership about the priorities for the organisation</b>  | <b>Appoint a permanent Corporate Management Team (Phase 1)</b>  | <b>CEO and HR by Summer 2008</b>  | <b>Permanent appointments to the Corporate Management Team</b> |
|  | <b>Complete the rest of the Senior Management Restructure (Phase 2)</b>   | <b>New Corporate Management Team and HR By end of 2008</b>              | <b>Heads of Service aligned to the new structure</b>           |
| <b>1.2 Improve the cascade of the vision and priorities to all employees</b>   | <b>Provide Managers with guidance on their role in engaging teams with the corporate and directorate messages through their team meetings</b> | <b>Corporate Communications &amp; Corporate Training by end of 2008</b> | <b>Feedback from the 2009 Employee Opinion Survey</b>          |
| <b>1.3 Introduce effective business and performance management disciplines as part of service planning and improvement</b> | <b>Revise business planning approach, review performance reporting, implement Ffynnon performance management system (SARC section 3.2)</b>    | <b>Corporate Management Team &amp; Policy Unit – Summer 2008</b>        | <b>Business Plans in place – Ffynnon operational</b>           |

**Improvement theme 2: Demonstrating the values**

**We will:**

**Be accessible, listen and respond • Act openly and fairly • Value and develop our workforce**

**Challenge and be innovative in finding solutions • Make best use of our resources**

**Work effectively within the Council and with our partners**

| <b>What will we do?</b>   | <b>How will we do it?</b>   | <b>Who is responsible and when do we need to do it?</b> | <b>How will we measure it?</b>                        |
|---|---|---|---|
| <b>2.1 Generate greater awareness of our corporate values</b>   | <b>Publicise the values via all employee communication routes</b>   | <b>Corporate Communications and HR – ongoing</b>        | <b>Feedback from the 2009 Employee Opinion Survey</b> |
| <b>2.2 Encourage employees to reflect the values in their behaviour toward each other and service users</b> | <b>Ensure the values are integral to how we work by:</b> <ul style="list-style-type: none"> <li>• <b>Leading, motivating and mentoring management and staff within directorates, instilling and demonstrating the corporate values and high standards of conduct</b></li> </ul> | <b>Corporate Management Team and all management</b>     | <b>Feedback from the 2009 Employee Opinion Survey</b> |
|   | <ul style="list-style-type: none"> <li>• <b>Training Managers how to embed the values in policies, team management, customer relationships and service delivery</b></li> </ul>  | <b>Corporate Training by end of 2008</b>                |   |

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|  | <p><b>design through the Flintshire Manager Programme (PS 2.7)</b></p>  |  |  |
|  | <ul style="list-style-type: none"> <li>• <b>Developing and implementing a Management Behavioural Competence Framework to support the values (SARC section 3.2)</b></li> </ul> | <p><b>HR and Corporate Training by Spring 2009</b></p> |  |

**Improvement theme 3: Valuing & Developing the workforce**

| <b>What will we do?</b>  | <b>How will we do it?</b>   | <b>Who is responsible and when do we need to do it?</b> | <b>How will we measure it?</b>   |
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| <b>3.1 Improve opportunities for internal job/career moves</b> | <b>Redesign the recruitment policy to encourage the recognition of potential - reinforced by recruitment training for managers (PS 2.3)</b> | <b>HR &amp; Corporate Training Summer 2008</b>          | <b>% of internal promotion appointments<br/><br/>Number of managers trained to recruit</b> |
|  | <b>Create and implement an Organisation Design policy (PS 2.2)</b>  | <b>HR – Summer 2008</b>                                 | <b>Applied to all restructures</b>   |
|  | <b>Further develop the Modern Trainee Programme (PS 4.13)</b>   | <b>Corporate Training - Ongoing</b>                     | <b>Number of Modern Trainees in post (Council Plan)</b>                                    |
|  | <b>Develop a Succession Management Plan (SARC section 3.2)</b>  | <b>Corporate Management Team and HR by April 2009.</b>  | <b>% of labour turnover (Council Plan)</b>   |
|  | <b>Implement a Pay &amp; Reward Strategy linked to single status outcomes, which incorporates career progression routes (PS 4.10)</b>       | <b>Single Status Project Team – Summer 2008</b>         | <b>Negotiated agreement in place</b>   |

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|   | <b>Introduce Assessment Centres for Management Recruitment (PS5.7)</b>  | <b>HR and Corporate Training - ongoing</b>                   | <b>% of assessment centres run up all for Management posts</b>         |
| <b>3.2 Give employees constructive feedback on their performance and are set clear objectives</b>   | <b>Ensure every employee has a quality appraisal and ongoing review/feedback on their performance (PS 2.10.4)</b>                                 | <b>Line Managers Ongoing, on an annual cycle</b>             | <b>% Appraisals completed</b>  |
| <b>3.3 Provide employees with training and development opportunities to support their work, develop their potential and contribution and advance their career</b> | <b>Ensure every employee has an Individual Development Plans, linked to appraisals (PS 2.11)</b>  | <b>Line Managers Ongoing, on an annual cycle</b>             | <b>% Individual development plans completed</b>                        |
|   | <b>Produce a Council-wide Workforce Development Plan (PS 2.11)</b>  | <b>Corporate Training and Directorates by April 2009</b>     | <b>% training identified from development plans actually delivered</b> |
| <b>3.4 Give employees recognition for their achievements</b>  | <b>Recognise achievement through formal (annual awards, articles/updates, Suggestion Scheme PS 5) and informal (individual and team feedback)</b> | <b>Corporate Management Team and Line Managers - ongoing</b> | <b>% suggestions implemented</b>                                       |

**Improvement theme 4: Considering ways to reduce red tape**

| What will we do?   | How will we do it?   | Who is responsible and when do we need to do it?  | How will we measure it?   |
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| <b>4.1 Identify ways to reduce red tape and have an ongoing action plan to simplify policies, processes and systems.</b> | <b>Identify areas to target red tape via Team Talk forum (2<sup>nd</sup> and 3<sup>rd</sup> Tier Managers), such as:</b>   | <b>Assistant Director of ICT &amp; Customer Service</b><br><br><b>Completed November 2007</b>                       | <b>Completion of Action Plan</b>  |
|  | <ul style="list-style-type: none"> <li>• <b>Streamlining of internal recharging and billing – development and extension of electronic ordering and payment for internal services already implemented in Catering, ICT</b></li> </ul> | <b>Kerry Feather, County Finance Officer &amp; Chris Guest, Assistant Director, ICT</b><br><br><b>December 2008</b> | <b>Electronic ordering and payment in place for all internal services</b> |
|  | <ul style="list-style-type: none"> <li>• <b>Use of electronic ordering potentially via the Xchange Wales e-procurement solution. FCC to complete a scoping and readiness assessment</b></li> </ul>                                   | <b>Kerry Feather, County Finance Officer</b><br><br><b>July 2008</b>  | <b>Feedback from managers and staff involved in procurement</b>           |
|  | <ul style="list-style-type: none"> <li>• <b>Introduction of recycling facilities in County Hall, Mold</b></li> </ul>   | <b>Neal Cockerton, Acting Director of Housing</b><br><b>July 2008</b>   | <b>Volume of waste recycled</b>   |

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|  | <ul style="list-style-type: none"> <li>• <b>Improve the recruitment processes and RMS as part of the HR/Payroll MIS implementation</b></li> </ul>      | <b>Pam Webb, Interim Assistant Director, HR</b><br><br><b>Autumn 2008</b> |  |
|  | <ul style="list-style-type: none"> <li>• <b>Electronic Attendance System – procure and implement system, initially at County Hall, Mold</b></li> </ul> | <b>Chris Guest, Assistant Director, ICT</b><br><b>September 2008</b>      |  |



**Improvement theme 5: Improving Manager satisfaction**

| What will we do?  | How will we do it?   | Who is responsible and when do we need to do it by?   | How will we measure it?   |
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| <b>5.1 Understand the reasons for manager dissatisfaction and put appropriate measures in place to address the issues</b> | <b>Conduct further research through forums such as SMT/DMT/Team Talk to identify the key drivers for dissatisfaction</b> | <b>Corporate Management Team in conjunction with HR and Corporate Training by end of 2008</b> | <b>Levels of satisfaction amongst those who manage others in 2009 Employee Opinion Survey</b> |
|   | <b>Develop and implement a Management Behavioural Competence framework to support the values (SARC section 3.2)</b>      | <b>HR by April 2009</b>   | <b>Feedback from appraisals</b>   |
|   | <b>Ensure Managers have a quality appraisal and a personal development plan (PS 2.10.4 and SARC section 3.2)</b>         | <b>All Line Managers - ongoing</b>  | <b>Levels of satisfaction amongst those who manage others in 2009 Employee Opinion Survey</b> |
|   | <b>Roll out Flintshire Manager Programme to develop managers knowledge and skills (PS 2.7)</b>                           | <b>Corporate Training and Directors by January 2009</b>                                       | <b>% training identified from development plans actually delivered</b>                        |
|   | <b>Introduce a Manager section on “Your HR” infonet to act as guidance on people policy and procedure</b>                | <b>HR by December 2008</b>  | <b>User statistics and feedback pages</b>   |

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|  | <b>Develop core management competencies (including business planning and performance management) finance management (SARC section 3.2, PS 2.7 and customer focus)</b> | <b>HR by January 2009</b> | <b>Feedback from appraisals</b> |
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