

APPENDIX 2

CONTINUOUS IMPROVEMENT PLAN

Business Issue What?	Suggested Actions How?	Potential Benefit Why?	Priority When?	Solutions Support Available Who?	Actions	Lead	Update
Corporate social responsibility to be updated in community engagement strategy dated 2011 to 2016.	Staff able to do volunteer days, e.g. one or two a year.	Improving corporate social responsibility.	Medium	Internally	Addition to Holiday and Time Off Policy to include formal allowances for volunteer days.	HROD	Recommendation to People Board to include formal wording around 2 maximum days available for volunteering.
Consider coaching pool and put on inform/TLZ.	Anglian Ruskin.	Develop Jedi Masters.	Medium	Internally	Introduction of Coaching based training for Managers and CPD opportunities	P&OD	Managing in Coaching Culture introduced. 2 x training 2016/17 CPD offer already exists 2 x per year
Set up good manager practice forum, e.g. role modelling, inspirational leadership, commercial skills, delegated authority.	Forum.	Sharing good practice.	Medium	Internally	Review of Leadership and Manager Training to include commercial, coaching skills as standard. Introduction of new bite-size training to allow for all manager accessibility in creative ways and delivery.	P&OD	CEX offering staff shadowing opportunities. L&M Framework of training to include succession planning, Thurrock Manager model aligned with People Strategy
Extend 360° to second tier managers where finances will allow.	-	Management effectiveness.	Medium	Internally			Review for Financial Year 16/17 indicates not viable from existing provider. Considering options of skilling up managers and other potential tools in alignment with new Leadership and Management framework for 17/18.



Consider train the trainer skills for the depot.	-	Improved capability.	Medium	Internally	Full review of E&P training needs including CPD applications and development opportunities	P&OD	People & OD are delivering skills across E&P operational sites in January 2017 covering Equality and Diversity Customer Service and Professional Boundaries. Health and Safety train-the-trainer being investigated.
Induction –consider minibus tour of Thurrock showing key developments.	-	Showcase are for new staff.	Medium	Internally	Induction review following SS 2016 with proposal on new content based on focus group findings – proposed digital journey of Thurrock	P&OD & HR	<ul style="list-style-type: none"> • Focus group and feedback received. Proposal to People Board with new format and robust local induction checklist • Induction model for all managers • IT induction element • Recruitment training refreshed to incorporate induction element
Consider lowering long service award from 25 years.	-	Recognition.	Medium	Internally	To be reviewed	Improve Team	Reviewing other authorities and option list to go to DB.
Consider adding challenge to 4 Cs behaviour framework.	Challenge to improve performance of the organisation.	Changing face of the Council.	Medium	Internally	Challenge comes under the remit of continuous improvement which all staff are obligated to consider during their work.		No further action
Residents survey by end of 2016.	-	Overdue feedback.	Medium	Internally	In place before assessment	Strategy Team	This was carried out during November and December 2016 and the results (due end of December) will be reported to members in the



							new year and will feed into the vision and priorities refresh alongside the corporate performance framework review.
Five priorities could do with a refresh in line with changing personality of the Council.	-	New direction.	Medium	Internally	V&P under review	Strategy Team	New draft vision and priorities is currently out for consultation with a wide range of stakeholders. Final version will also take into account views from the resident survey and will be presented to Cabinet in February for final approval by Council in late February alongside the MTFS
Develop step up management programme for 3 rd and 4 th tier managers.	Middle leader development.	Management effectiveness.	Medium	Internally	Manager training to include opportunities for aspiring managers in planned before assessment. – Thurrock Manager – 21 st Century Worker	P & OD	New L&M Framework in progress to cover all tier managers including pre-requisite people manager modules
Consider 1:1 template to include workload, pressure points and training.	Common template.	Consistency.	Medium	Internally	Template for supervision already in place before assessment. Audit to ensure this is use across Council	HROD	No further action
Develop stand-alone work life balance policy.	-	Reflecting different ways of working.	Medium	Internally	Flexible working policy in place – consider title change on next refresh to include IIP suggestion.	Policy	Flexible working police being reviewed to include statement around work life balance.
Embed apprentice forum.	-	-	Medium	Internally	Apprentice opportunities and hub planned before assessment	Improve Team & HR	Ongoing work with collaborative projects across departments and as part of Apprentice Levy project.
Consider HR audits by	-	Maintain gold.	Medium	Internally		HR	Improved guidance in managers' handbook and all



<p>directorate to ensure key people processes are being maintained, e.g. meetings, PDRs, 1:1s, inductions.</p>							<p>connected training driving continued support for staff via PDR and 1-2-1s.</p>
<p>Investigate spans of management control in ex Serco teams.</p>	-	<p>Management effectiveness.</p>	<p>Medium</p>	<p>Internally</p>	<p>To be reviewed</p>	<p>HR</p>	<p>Will be picked up under the 5/8 model during Service Review following design principles rather than a separate piece of work.</p>
<p>Refresher on managers' handbook.</p>	<p>Workshops.</p>	-	<p>Medium</p>	<p>Internally</p>	<p>Refreshed planned and underway before assessment</p>	<p>P&OD & Improvement Team</p>	<p>Handbook to go to forums with a fresh review in line with new Leadership and Management framework.</p>
<p>Service review for depot following cuts and undertake management skills audit.</p> <p>Encourage depot to nominate people for staff awards.</p>	<p>Too lean.</p> <p>Greater staff engagement and recognition.</p>	<p>Clean it. Cut it. Fill it.</p> <p>Celebration.</p>	<p>Medium.</p> <p>Medium.</p>	<p>Internally</p> <p>Internally.</p>	<p>Audit of skills and needs analysis planned and in place</p>	<p>P&OD/BC</p>	<p>Manager skills have been audited and a framework of training identified to support managers including coaching, PDR, grievance and managing stress.</p> <p>Staff awards engagement programme included site visits to depot and linked offices. Improved submission and support given to complete forms.</p>
<p>Consider all staff induction refresher.</p>	<p>Jackie –over to you.</p>	<p>Transformation.</p>	<p>Medium.</p>	<p>Internally.</p>	<p>As part of induction review, electronic resources to be reviewed with a re-launch of induction practices across the council following full induction review</p>	<p>P&OD</p>	<p>Digital resource (growth video style) to be considered – potentially with external comms – to be considered Feb 2017.</p>

