

No	Survey Recommendation	Key Actions	Lead Officer	Target date	Current progress
1	<i>Communicate the key findings of the survey to employees, noting that further work is taking place to address the issues identified, and that developments will be ongoing</i>	Issue CEO bulletin to all staff Provide regular updates through West Life & Senior Managers Network	A Thomson	Complete Ongoing	Link to key outcomes being communicated via consultation forums (see 3); West Life, Spring 2008
2	<i>A Staff Survey Working Group should be constituted to oversee the delivery of the Action Plan, with responsibility for delivery of specific recommendations resting within existing structures.</i>	Define membership & remit of working group; set-up & agree key priorities Develop an action plan Define membership & remit of operational group	A Thomson ATerry & L Mahon A Thomson	Complete Complete 30/0/6/08	Member/officer group fully established; Key priorities identified; Action plan developed with underpinning action plans for key recommendations; Membership proposed. Trade Union's to identify further members.
3	<i>A comprehensive Leadership and Management Development Programme is in place to support a number of the further recommendations, which relate to:</i> <i>Ø1 Preferred management styles</i> <i>Ø2 Delivery of Professional Development Plans (or any successor programme)</i> <i>Ø3 Dignity at work</i> <i>Ø4 Equality and Diversity</i> <i>All staff with a management role will be required to work through programmes</i>	Development of a leadership and management development model/programmes, including: <ul style="list-style-type: none"> • Consultation forums to explore people management best practice & preferred development routes • analysis & research of potential development programmes & management qualification pathways • defined support structures for managers • monitoring & evaluation framework 	A Terry	Ongoing - 31/12/08	Manager forums completed February-May; staff forums continue till early June. Outcomes collated and contribute to defining leadership and management development model. Analysis of options for development programmes completed via consultation with: <ul style="list-style-type: none"> • Clyde Valley Shared Learning group • Clydebanks College • External management consultants • Glasgow Caledonia University Pilot programmes scheduled for early Autumn.

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4	<i>Core elements of the above programme are incorporated in the Council's induction training for all managers in the future</i>	<p>Implement a leadership & management development model to include development of:</p> <ul style="list-style-type: none"> • Manager's toolkit (primarily for new managers) • Non-accredited modular programme linked to induction • Further development routes via accredited programmes • Support structures for new managers 	A Terry	30/09/08	<p>Outline design of Manager's Toolkit complete; development of pilot sections underway (linked to communication plan)</p> <p>Outline design of modular programme complete and initial consultation with external partner underway</p> <p>Pilot programmes for above planned for early Autumn</p>
5	<i>HR & OD, working with Senior Managers, develop an agreed, and detailed, statement of expected management behaviours. Such behaviours are illustrated clearly and incorporated in the above Leadership and Management Development Programme.</i>	<p>Gain feedback from managers on effective management skills & behaviour (via forums)</p> <p>Incorporate staff feedback on key behaviours to promote effective working relations</p> <p>Workshop with CMT to define expectations of manager role</p> <p>Defined statement of leadership values & behaviours; incorporated and published within competency framework</p>	A Terry	30/07/08	<p>Feedback collated from forums and key themes identified to incorporate within management behaviours</p> <p>CMT leadership development day completed & CMT values/behaviours defined; action plan developed for next steps</p> <p>Development of competency framework underway (incorporating behaviours & values); consultation scheduled for late June</p>

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6	<p><i>The PDP approach is reviewed fully to ensure its appropriateness as a development tool. This should include</i></p> <ul style="list-style-type: none"> <i>full assessment of the process and supporting material</i> <i>any outcomes being incorporated in the Leadership and Management Development Programme.</i> <i>ensure that all staff have a “one-to-one” with their immediate Line Manager within a given target date.</i> 	<p>Evaluate current PDP process</p> <p>Evaluate pilot exercise for individual performance management; report outcomes</p> <p>Develop & agree a revised PDP framework</p> <p>Implement an action plan for training & roll-out of revised process</p> <p>Implement a monitoring and evaluation system to measure consistency and operation of process</p>	A Terry	31/12/08	<p>Evaluation of current process underway: due to complete end May</p> <p>Evaluation of pilot framework underway: due to complete end of May</p> <p>Action plan devised to incorporate:</p> <ul style="list-style-type: none"> initial implementation with CMT development programme to support implementation consultation with TU's prior to wider roll-out monitoring and evaluation system ongoing development programme
7	<p><i>As part of the development of preferred management behaviours, the Dignity at Work policy is developed further to provide illustrations of what is, and is not, considered acceptable behaviour. This is widely communicated and also forms an integral element of the Leadership and Management Development Programme.</i></p>	<p>Review and revise Dignity at Work policy and procedure</p> <p>Implement a development programme prior to implementation including:</p> <ul style="list-style-type: none"> development for key roles (within procedure) training for line managers awareness sessions for all staff 	<p>T O'Neill</p> <p>A Terry</p>	30/09/08	<p>Policy reviewed and revised via external consultancy;</p> <p>Action plan implemented to include wider consultation process, training programme for key roles, and wider organisational training programme for all staff</p>

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8	<i>The requirements of managers to ensure equality and promote diversity forms part of the Council's ongoing communications approach and is also incorporated in the Leadership and Management Development Programme.</i>	<p>Incorporate & develop within the Leadership and Management Development Programmes.</p> <p>Embed the principals of the Internal Communications Framework & Equalities Policy within the Programme to ensure the framework can be delivered.</p>	T O'Neill A Terry L Mahon	Ongoing	Draft Internal Communications Framework is being equalities assessed - June 30
9	<i>A Communications Charter is developed to set out with greater clarity how information will be handled by the Council and by specific stakeholders such as staff and the Trades Unions. This stipulates the basis, timing and methods by which information should be released. The formal agreement of the Council, Senior Management and the Trades Unions is sought for this.</i>	<p>Develop & agree an Internal Communications Strategy.</p> <p>Implement the Internal Communications Strategy across all departments - inc implementation of Core Brief.</p> <p>Refresh the Senior Managers Network.</p> <p>Refresh the Star Awards to include Corporate Awards</p>	L Mahon	<p>Complete</p> <p>July 2008</p> <p>Ongoing - August 2008</p> <p>Complete implement 2009</p>	<p>Draft strategy developed and agreed at ESWG and with the Trade Unions. This includes improvements to the SMN.</p> <p>Report to CMT recommending acceptance of Charter and implementation of strategy May 27th, 2008.</p> <p>Internal Comms Strategy currently being piloted in Chief Executive's.</p> <p>Framework further 'tested' during Single Status matching.</p> <p>Report to CMT recommending re-launch of Star Awards accepted.</p>

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10	<i>The Chief Executive and Service Directors bring forward plans for widespread communication of key plans for the future. This is timed to coincide with the next round of the Corporate Planning process and should adopt a “personal” approach; full consideration should be given to the use of other media such as the printed word, online communications, DVDs and so on.</i>	Develop and agree annual media and marketing communication plans with each directorate during Service Planning. Develop and publish an Internal Communications Toolkit for departments to adapt and use according to own requirements	L Mahon	May 2008 Ongoing July 2008	Departmental Audit and review of internal communications practice underway and due for completion June 2008. Development of annual plans underway through Corporate Communications Draft toolkit completed and agreed at ESWG. To be agreed through CMT, following Departmental Audit.
11	<i>Councillors are encouraged to review the Code of Conduct that already exists for them and to consider whether this requires to be refined. The need to comply with this Code of Conduct should be re-stated to Councillors.</i>	Complete a review of member/officer relations (facilitated by IS) Implement series of workshops facilitated by Improvement Service to explore outcomes & key issues Develop an action plan to address the outcomes Implementation of CPD project for elected members to direct specific development routes	L Cochrane A Terry	Ongoing- 31/01/09 Ongoing - 31/01/09	Member/officer protocol and relations reviewed by Improvement Service and reported Nov 2007. Initial workshop completed with elected members (facilitated by C Mair) on key outcomes; further workshops arranged to enable ongoing development. Comparison of other LA protocol in relation to Councillor involvement in Internal and External Communications underway by Corporate Communications. Continuing Professional Development (CPD) project launch early Autumn.
12	<i>Future Health Improvement Plans within the Council should emphasise the issues of stress management and work-life balance and these plans should be reported to the Staff Survey Working Group.</i>	Develop an action plan to address HSE's stress management requirements	B Jones	31/12/08	Action plan developed

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13	<i>Progress in the delivery of this Action Plan should be reported regularly to all key stakeholders, including councillors, Trades Unions and staff directly. Specifically, a six-monthly report on progress should be included within employee communications and progress should be communicated within the Senior Management communications described in Recommendation 10 above.</i>	Include quarterly progress & performance report within each issue of West Life and Core Brief. Develop dedicated Intranet content for Core Brief and ESWG updates	A Terry L Mahon	Ongoing	Report to CMT - May Report to Council - June 2008 Report within West Life Spring Issue 2008
14	<i>As a measure of progress, the staff survey should be repeated in late-2008 and the results of this incorporated within any relevant communications.</i>	Secure funding for a repeat of the staff survey. Secure and brief consultants on the requirements of the survey. Conduct survey in early January 2009	A Terry L Mahon	February 2009	Scope and costs of survey identified. Draft proposal received from Consultants.