Appendix 2: Action Plan

What are you working on?

Based on your Team's results, what are the key actions you will be taking forwards from the Survey:

Key Action	Framework Theme (circle)	Key Improvement Required	Complete By
To provide clear vision of overall direction for the division.		All staff know what the key priorities are for the division and how they can contribute to those areas.	
To identify the tools having an adverse operational impact on staff and the actions required to reduce these impacts.		A NED SMT lead appointed to manage and report on tools and operational resource issues.	
ADs will communicate to all staff where the respective sub-divisions are post-TOM, where we are headed, and continue to communicate during any remaining change. ADs will communicate to all staff when a forthcoming change is planned that will impact work appreciably.		Ensuring that staff understand when change is happening, why it is happening, what that change will entail, and that the changes are managed as best as possible by those implementing it.	
Recruiting Managers proactively consider diversity and inclusion in all recruitment practices. Staff are encouraged to talk about inclusion needs in 121 and managers take action to address this		A more diverse and inclusive workforce is incrementally recruited. Inclusive practice is built into management decision making and operational improvements	

My Contribution, My Reward   My Wellbeing and Belonging   Trustworthy Leadership   My Talent and Development   Building Brilliant Basics

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points	Measurement	Complete By
- Produce a simple list of key annual priorities for the division and use this to report against progress in monthly director's update. - Ensure key priorities are reflected in the 5 year business plans.	- Managers to check with direct reports in appraisals that they are aware of the key priorities. - Improved score in the next staff survey.	
- Following the forthcoming discussion with Emily, each AD to draft an email to the team outlining where they are as a sub-division following TOM, and any changes that are planned. - Each AD to include regular updates to their entire teams, in whatever form is most appropriate, outlining planned major changes that will appreciably impact work life. - Major changes to work (eg, changes in rota, team reorganisations, etc) will have an outline implementation plan (level of detail will depend on change being undertaken) to guide communications and implementation.	- Accomplishment of the tasks outline for this topic as outlined in this row. - Measurement in next staff survey.	
- Managers to include diversity and inclusion in 121 to identify any concerns or areas for improvement. - Diversity and inclusion built into recruitment with measures such as using screening tools for biased language, adopting creative interview and selection processes that take account of additional needs, social mobility, neurodiversity etc. - Additional needs taken account of in normal operating procedures – for example high levels of dyslexia in the workforce should be reflected in the IT tools and software supplied. Or that caring needs are considered universally so 'breakfast meetings' are not assumed to be achievable by all staff. We will commit to creating a best practice guide for managers to help consider these types of issues.	- 121s all cover ED&I - Toolkit of ideas to address ED&I in recruitment created by HR - Best practice guide to consider inclusion created for NE to take account of specific work areas.	
- Line managers raise tool and operational resource issues with staff at appraisals and feed any issues to SMT lead. - SMT lead plan appropriate response as issues raised and bring to SMT for consideration. - Work is underway to roll out information systems such as CMCRM and StarTraq more widely across the department, providing necessary functionality for contact tracking and payment functionality.	- Managers to check with direct reports in appraisals on tool issues - Improved score in the next staff survey. - CRM system will provide further monitoring statistics.	