

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 19th June 2018
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AUTHORS: Jules Potter, Head of Organisational Development
WARD(S): All

PART 1 **FOR INFORMATION**

ACTIONS SPEAK LOUDER... PROGRAMME ACTION PLAN

1 Purpose of Report

Following the April interim update, this report sets out feedback and an action plan from the Actions Speak Louder...Programme.

2 Recommendation(s)/Proposed Action

Committee members are asked to:

- NOTE the recommendations set out in the action plan in this report and make any additional comments from their own experience of their Actions Speak Louder...workshops. The recommendations are intended to embed further the corporate values across the organisation.

3 Supporting Information

Members will recall that employees and councillors attended Actions Speak Louder...training workshops between October 2017 and March 2018.

This programme was aligned with the Five Year Plan 2018-23 which stated: *We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job. Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough.*

The Garnett Foundation was commissioned to deliver the programme and as leaders in their field of transforming work performance they created and delivered a powerful experiential learning programme using live drama-based training.

This was a new way of learning for employees and members at Slough Borough Council, with the following learning outcomes:

- To drive positive culture and behavioural change;
- To address unacceptable behaviour and language;

- To promote better working relationships and practices leading to better service outcomes;
- To promote an inclusive culture and share the benefits of diversity for all;
- To promote leaders as role models; and
- To stimulate a passion for 'going the extra mile'.

4 **Recommendations for action**

From observations made at the workshops; live examples; and general feedback, The Garnett Foundation has compiled a report which sets out recommendations for action:

Leadership commitment – reinforcing a shared culture, values and learning	
<p>Participants' Feedback</p> <ul style="list-style-type: none"> • 95% of participants said they would commit to positive actions • 29% of employees would challenge anybody who is not following the values • How can we demonstrate good practice in living the values • Inaccessible or distant line managers • How can employees feel more valued • Explore ways of celebrating success and work on team motivation • Expectation of role modelling by leaders • Improve communication between and across services – provide more opportunities for meeting other employees and encourage 'shared knowledge' • Ensure the values are known and embedded with all new employees and reiterate the training outputs with current employees • Inconsistency when offering employee training, some individuals always seem to miss out 	<p>Actions:</p> <ol style="list-style-type: none"> 1. To facilitate sessions with managers and their teams to explore: <ul style="list-style-type: none"> • how they can build on their commitments from the training workshops already held • who are the 71% that would not be challenged – is it managers, other departments or teams? • how to address specific issues on language, behaviour, dealing with customers, managing upwards • how we can be role models for each other by 'living' our values consistently in the workplace 2. Be creative in how we share good practice through: <ul style="list-style-type: none"> • listing behaviours that underpin and also undermine each value and communicate to employees and councillors and clarify lines of acceptability. <i>We have a corporate values booklet which will be updated accordingly.</i> • utilising appraisals and 1:1s for discussions around how employees can and do live the values. <i>The appraisal form 2018 has been updated to include a values section.</i> • creating visuals/displays/articles, such as posters featuring the characters from the Actions Speak Louder...workshops to remind participants of actions they can take themselves to promote 'living' the values

	<ul style="list-style-type: none">• generating values-based behaviours in our new employees through induction training
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5 **Next steps**

Subject to Corporate Management Team approval, the Council will implement the next steps in the Actions Speak Louder...programme by working with teams across the organisation to embed further how each employee can live their values consistently for the benefit of Slough through better service to their customers.

Committee members will be updated further on progress at regular intervals.

Ends.