**RCM Caring for You Activists Toolkit -** **developing, implementing and evaluating – action plans.**

**Content:**

* **Developing Action plans** - designed for individual or group interactive use

**Appendix 1 -** RCM branch action plan example

**Appendix 2 -** RCM PowerPoint Presentation **-** Action Plans – for Activists, this can be interactive session.

* **Employer Evidence -** Activists Template
* **Developing action plans.**

Producing an action plan is beneficial not only for individual basis but also for the organisation/employer., enables project managers or any member of a group to monitor their progress and take each task step-by-step, and efficiently. The advantage of doing this is, it allows you to develop a structured plan for the end goal you intend to achieve. Furthermore, it provides the team with appropriate foundations, prioritising the amount of time you spend on each task and prevent any side-tracking that may occur. Also creating a bond within a team, as each member is aware of their individual role, as well as providing necessary information to ensure success of the project – Using a SMART plan helps to remain focused and efficient.

* **S**pecific – well-defined and clear
* **M**easurable – include measurable indicators to track progress
* **A**ttainable – realistic and achievable within the budget time resources, &experience available
* **R**elevant – align with your other goals
* **T**imely – has a finishing date

**Action plans Top Tips**

* **Partnership working** as a team decide group members and allocate individual roles/tasks.
* **Objectives**: know what you want to do, try to specifically define what you want to achieve as early as possible.
* **Realistic in** every aspect of the plan, state specific and achievable schedules, milestones and final outcomes.
* **Milestones** set as measurable; create by starting at the end (what you hope to achieve) and working backwards to the present day.

Having Milestones helps you keep everyone motivated and breaks actions/tasks into smaller chunks and tangible goals, so you are not waiting for the plan to be completely finished to feel as though you’ve accomplished something

**5.Time** Don’t leave too much time between milestones, spacing them realistically will help you focus on what need to be done.

 **6.Publications and resources** Work related stress, Working with the menopause, Standing up for High Standards, Flexible working standards**.** RCM website hubs.

**7. Involve members** share ideas and discuss at branch meetings feedback to the group**.**

Members will feel valued and heard by being consulted throughout planning and implementation and evaluation.

**You said - we did.**

Appendix 1 – Action plan example from RCM Cardiff branch.

**Action Plan: Monitor, Evaluate and Update**

* Allocate some time to monitor and evaluate the progress you’ve made with your team.
* You can mark tasks that are completed as done on this final action plan, bringing attention to how you’ve progressed toward the goal.
* This will also bring out the tasks that are pending or delayed, in which case you need to figure out why and find suitable solutions.
* Then update the action plan accordingly.
* The plan can be very fluid and interchangeable – evolving depending upon issues.

**Example of Good to Great**

* Each area introducing more opportunities to ask what matters To each member of staff
* Creating roles and Supporting our Champions / leaders/Ambassadors/Speak up guardians /Wellbeing champions
* Listening and responding to areas of concerns – more local resolution and You said / We did.
* Recognise the challenges in different areas to make it meaningful & not tokenistic.
* Celebrating achievements
* Inclusion of all staff in Transformation & Service Improvement activities
* **Employer Evidence – RCM Activists example template**

**Introduction**

This template is an example of what you, the RCM activists and your action planning team, can refer to when reviewing your own/health boards – on signing the New Caring for You Charter and for continued evaluation.

Not meant to be prescriptive – just a starting point of what you may want to include in your own bespoke Employer Evidence, used in conjunction with your local action plans.

Policies and Guidelines listed are an example of what should be in place and not limited to – these policies will cross over into more than one of the C4Y Charter themes.

Evidence can be used to recommend the ‘RCM Caring for You Employer Award’ which will be used to recognise the commitment and success of the Trust/Health Board

Evaluation should take place at the action team meetings and amendments made as and when necessary.

Please liaise with your RCM organiser and regional officers for help and support.

**Employer Evidence**

***NB all policies and guidelines should be agreed through joint staff side/management process.***

|  |  |  |  |
| --- | --- | --- | --- |
| **Charter Theme**  | **Policies required with regular reviews examples** | **Practices and behaviours in your Trust/Health Board** | **Public Statements and Commitments**  |
| **Culture** We commit to promote a positive, inclusive culture where staff feel valued, respected and invested in, ensure a safe and effective learning environment for students  | * Organisational Change policy,
* Staff development policy, Flexible working,
* Family Friendly,
* Work life balance policies
 | e.g. In England - Ensure Recommendations from Ockenden Report Chapter 5 are implemented: [*Ockenden Report*](https://www.ockendenmaternityreview.org.uk/wp-content/uploads/2022/03/FINAL_INDEPENDENT_MATERNITY_REVIEW_OF_MATERNITY_SERVICES_REPORT.pdf)*Are policies and guidelines adhered to in practise?* | *Apply Trust/Health Board Values and Visions here – review these – are the cultures aligned to the Values and visions – can theses be improved upon?* |
| **Action** We commit to work to in partnership with RCM branch and workforce business partners, HR, Operations directors and managers - to implement bespoke action plans based on local issues, identified by the maternity team. | * Trade Union Recognition agreement policy.
* Partnership working.
* Working time directives
* On call policies
* Staff welfare facilities
* Facility time agreements
* TU Constitution
 | Working in partnership – ensure facility time for branch officers to attend meetings and engagement events.Prioritise the action planning meetings.Regular meeting with RCM reps. | *Apply Trust/Health Board Values and Visions here – review these – are the actions of the Trust & their employees aligned to the Values and visions – can theses be improved upon?* |
| **Responsibility** We will implement robust H&S strategies to prevent damage to staff wellbeing, ensuring zero tolerance of violence and/or aggression. As an employer we are committed to providing a safe and healthy working environment.  | * H&S policy.
* Staff Welfare,
* Dignity at Work,
* Bullying & Harassment,
* EDI,
* Attendance management policies
 | Provide Training for all managers re policies and /or jointly with WPR’s.Provide continuity of management teams for individual investigations, attendance reviews. HR process.Review HR process, provide capacity for Investigations.Positively promoting Trade Union inclusion. | *Apply Trust/Health Board Values and Visions here – review these – do the Trust apply their responsibilities in line with their Values and visions – can theses be improved upon?* |
| **Inclusive** We will implement actions to address inequality in the workplace, ensure inclusivity and protect staff from bullying, incivility plus all negative undermining behaviours. | * EDI,
* Civility,
* Inclusivity policies
* Dignity at Work,
* B&H
* Zero tolerance guidelines
* Lone worker policies
 | Training for how to implement the actions - all staff.Include EDI in mandatory training – Cultural intelligence training | *Apply Trust/Health Board Values and Visions here – review these – Is the working environment truly inclusive & aligned to the Values and visions – can theses be improved upon?* |
| **Nurture** We will ensure a positive start for all new starters, newly qualified and returners to the service. Promote attractive and innovative shift patterns, we will work positively to embed true flexible shift patterns which will be easily accessible to Midwives and MSW’s. | * Flexible working,
* Staff welfare
* Communication
* Education policies to ensure Training

& Mandatory Training occur during real working time. Access to PMA/PMA training  | Adopt and implement flexible working policies/guidelineListen to staff requirements and innovative ways to meet service needs. Retain staffProvide bespoke support for new starters with Midwifery Education TeamValue staff by listening and involving them. Creating culture where employer can see recruitment &retention | *Apply Trust/Health Board Values and Visions here – review these – are the cultures aligned to the Values and visions – can theses be improved upon? What do employees say – do they feel nurtured and valued do they have access to Occupational Health and staff welfare*  |
| **Good to Great** We will work in partnership to monitor and evaluate progress in relation to our action plans and the experience of all Midwives MSW’s and students, improving and adjusting accordingly.  | *As above*  | Listen to staffRecognise local/individual challenges, meaningful engagement ‘You said’ ‘we listened’ we did’Celebrate the goodSupporting champions and leads Supporting Trade unions to conduct H&S inspections.Inclusion in transformation and service changesCommunicate | *Apply Trust/Health Board Values and Visions here – review these – are the cultures aligned to the Values and visions – can theses be improved upon?**Are staff really listened to? what works and what does not?* |

Evaluate at start on signing charter – align action plans to any issues identified

Regular updates from action plan – adjust plans if necessary

Continued communication with members - valued feedback

Evaluate after 12months and year on year – award for evidence of sustainable change improvements and continued commitment.

**Further resources in this toolkit**

 **Appendix 1** – RCM Branch Action plan example.

**Caring for You – Employer Evidence Activists Template – branches to download and complete locally.**

**Introduction**

This template is for you our activists and the Trust/HB action planning team, can refer to when reviewing your own/health boards – on signing the New Caring for You Charter and for continued evaluation.

Evidence can be used to recommend the ‘RCM Caring for You Employer Award’ which will be used to recognise the commitment and success of the Trust/Health Board

Evaluation should take place at the action team meetings and amendments made as and when necessary.

Please liaise with your RCM organiser and regional officers for help and support.

**Employer Evidence**

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| **Responsibility** We will implement robust H&S strategies to prevent damage to staff wellbeing, ensuring zero tolerance of violence and/or aggression. As an employer we are committed to providing a safe and healthy working environment.  |  |  |  |
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| **Nurture** We will ensure a positive start for all new starters, newly qualified and returners to the service. Promote attractive and innovative shift patterns, we will work positively to embed true flexible shift patterns which will be easily accessible to Midwives and MSW’s. |   |  |  |
| **Good to Great** We will work in partnership to monitor and evaluate progress in relation to our action plans and the experience of all Midwives MSW’s and students, improving and adjusting accordingly.  |  |  |  |

 **Appendix 2 – PowerPoint C4Y Action Planning for Activists this is available on the Caring for You Hub – Branches/ Activists resources**