

Staff Survey Action Plan 2012

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Completion Target	RAG rating
Managing change 36.5% say I feel that change is well managed in the Council 60.5% say I feel the reasons for change are well communicated to me	-12.6 -3.2	1	Embed an enterprise approach to change management, which focuses on the impact of working methods/processes and staff communication. Provide training to managers, supporting materials and advice.	Corporate Change Manager	February 2013	
		2	Post implementation review of the Organisational Change Policy using feedback from departmental managers and trade union representatives. Identifying and taking forward any actions or changes required.	Corporate HR Manager	January 2013	
		3	Delivery of Leading People through Change session & Leading a High Performing Team (as part of Leading for High Performance development programme for all grade 13/14 managers) to improve the ability of managers to support staff during periods of change	Corporate Learning & Development Manager	March 2013	
Stress 48.5% say stress at work does not affect my personal life	-10.2 -7.4	4	Departmental Management Teams to agree actions which tackle the causes of stress	DMTs	November 2012	
		5	Raise awareness amongst staff of the link between physical fitness and wellbeing.	Health, Safety & Wellbeing Manager	March 2012	

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57.4% says stress at work does not affect my job performance			Details of facilities available to be included.	Communications Unit		
		6	Review and launch of 1/2 day stress management course. This will be available throughout the organisation to support those individuals experiencing stress. Continuation of the Mind Apples sessions	Health, Safety & Wellbeing Manager Corporate Equalities Managers	August 2012 On-going	
		7	Delivery of Leading with Emotional Intelligence and Developing & Maintaining Trust to managers and staff grade 13 and 14 (as part of Leading High Performance) to improve self-awareness as a manager to more effectively lead others.	Corporate Learning & Development Manager	September 2012	
		8	Delivery of Mental Health First Aid to support managers and staff in identifying and managing stress	Corporate Learning & Development Manager	July 2013	
Recognition 49.4% say I feel that Senior Managers show their appreciation of staff	-3.5	9	Introduce a CMT Question Time session. This will give CMT the opportunity to have greater access to discussion with front line staff and middle managers.	CMT	September 2013	
68.7% say I am satisfied	-3.4	10	Delivery of Leading with Emotional Intelligence and Developing & Maintaining	Corporate Learning & Development	September 2012	

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with the recognition I receive for a doing a good job			Trust to managers and staff grade 13 & 14(as part of LFHP) to improve the ability of managers to meet the needs of their staff and demonstrate their appreciation.	Manager		
Career development 55.3% say I am actively supported to further my career in the Council	-3.1	11	Pilot of a Talent Management approach to be developed in 2 areas in 2013. Approach to be linked to performance management and the PDR.	Corporate Learning & Development Manager	July 2013	
Speaking up 51.9% says I think it is safe to speak up and challenge the way things are done at the Council	-3.1	12	Introduce a CMT Question Time session. This will give staff more open access to CMT members and encourage challenge at all levels of the organisation	CMT	September 2013	
		13	Impact evaluation review of Leading for High Performance to identify if and how managers are managing change, leading with emotional intelligence, managing with trust, contributing to an environment where staff feel it is safe to speak up.	Corporate Learning & Development Manager	June 2013	
Work / life balance 60% say I am satisfied with the opportunities for flexible working	-13.2	14	Post implementation review of the Flexible Working Policy. This will identify any further changes that need to be made to guidance and practice to ensure employees are able to work flexibly.	Corporate HR Manager	March 2013	
	-12.3					
62% say I can meet the requirements of my job without regularly working	-12.0	15	Development of an Employee Charter which will outline the expectations of staff and managers.	Corporate HR Manager & HR Business Partners	January 2013	

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<p>excessive hours</p> <p>66.7% say I feel I have got my work/life balance about right</p>		16	Departmental Management Teams to agree actions which will reduce the frequency that staff are required to work excessive hours	DMTs	November 2012	
<p>Physical environment</p> <p>67.9% say I am satisfied with my physical working environment</p> <p>Requests to improve staff parking</p>	11.4	17	Post implementation review of Office Accommodation Strategy. Action will be taken to correct arising issues.	Property Services	April 2013	
		18	Action to increase the number of car parking spaces available to staff.	Property Services	April 2013	
<p>Bullying & harassment</p> <p>22% say they experienced some form of bullying and/or harassment</p> <p>Most of these staff cited 'customers/service users' as the source of the bullying and/or harassment</p> <p>For those who did not raise the issue formally the main reasons were 'its part of the</p>		19	Review of how employee complaints about customer/service user behaviour are addressed.	Corporate HR Manager	June 2013	

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job' (34%), 'worried about repercussions' (31%) or 'didn't think it would make a difference' (28%)						
Equalities Disabled – 80% of questions significantly below average Gay, Lesbian or Bisexual – 35% of questions significantly below the average Non 'White British' – 23% of questions significantly below average Without regular use of a computer – 35% of questions significantly below average		20	HR representative to agree an action plan with each of the workers groups, which addresses the issues raised in the staff survey	HR representatives	December 2012	
		21	Review of communication channels which target staff who do not have ICT access.	Campaigns Manager DMTs	March 2013	
Response rate The response rate has reduced from 38% to 27% since 2010	-14	22	Promote survey completion in departments and ensure availability of correct distribution details for paper copies	Chief Officers Communications Unit	April 2014	

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				HR Business Partners		
Demonstrating action 42.2% say I believe the results of this Staff Survey will bring about positive change	-11.9	23	Recommendations for departmental specific action plans provided by Research & Insight for DMTs to assign actions and communicate progress to their staff through departmental newsletters/bulletins.	DMTs & Research & Insight (Communications Unit)	Info provided by Sept 2012	
		24	Develop and implement a communications plan which identifies corporate and departmental actions taken in direct response to staff survey feedback.	Campaigns Manager HR Business Partner	Sept 2012	