

### Staff Survey Action Plan 2012

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<b>Managing change</b> 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	An initial pilot with 1 department is planned in March/April 2013	Sept 2013	G
		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	Departmental feedback from applying the policy has been fed into a working group between HR and Trade Unions	July 2013	G
		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	On track	March 2013	G

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<b>Stress</b> 48.5% say stress at work does not affect my personal life  57.4% says stress at work does not affect my job performance	-10.2	4	Departmental Management Teams to agree actions which tackle the causes of stress	DMTs	Each department has been writing an action plan to address.	Nov 2012	A
		5	<i>Revised action:</i> <i>I-resilience tool being piloted</i>  <i>HSE stress survey being piloted</i>	Health, Safety & Wellbeing Manager	Pilots within teams with Corporate Resources have been successful. Plans to roll out across the organisation.	March 2013	G
	-7.4	6	Review and launch of 1/2 day stress management course. This will be available throughout the organisation to support those individuals experiencing stress.  Continuous review of stress management approach using learning from the Public Health teams experience of supporting external organisations.	Health, Safety & Wellbeing Manager  Health, Safety & Wellbeing Manager and Public Health	Stress management course is part of the corporate training programme. Positive feedback from courses delivered to date.  Discussions to be progressed	Aug 2012  On-going	G

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		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 L&D Manager	Completed	Sept 2012	G
		8	Delivery of Mental Health First Aid to support managers and staff in identifying and managing stress	Corporate L&D Manager	On track	July 2013	G
<b>Recognition</b> 49.4% say I feel that Senior Managers show their appreciation of staff  68.7% say I am satisfied with the recognition I receive for a doing a good job	-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	In planning	Sept 2013	G
	-3.4	10	Delivery of Leading with Emotional Intelligence and Developing & Maintaining 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.	Corporate Learning & Development Manager	Completed	Sept 2012	G

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<b>Career development</b> 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	On track	April 2014	G
<b>Speaking up</b> 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	In planning	Sept 2013	G
		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	On tracker	June 2013	G
<b>Work / life balance</b> 60% say I am satisfied with the opportunities for flexible working	-13.2 -12.3	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	Work is currently underway to gain detailed feedback from departments	Sept 2013	G

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62% say I can meet the requirements of my job without regularly working excessive hours  66.7% say I feel I have got my work/life balance about right	-12.0	15	Development of an Employee Charter which will outline the expectations of staff and managers.	Corporate HR Manager & HR Business Partners	Being considered as part of the People Strategy	<i>To be revised</i>	A
		16	Departmental Management Teams to agree actions which will reduce the frequency that staff are required to work excessive hours	DMTs	Each department has been writing an action plan to address.	Nov 2012	A
<b>Physical environment</b> 67.9% say I am satisfied with my physical working environment  Requests to improve staff parking	-11.4	17	Post implementation review of Office Accommodation Strategy. Action will be taken to correct arising issues.	Property Services	On track	April 2013	G
		18	Action to increase the number of car parking spaces available to staff.	Property Services	Project to provide 165 additional car parking spaces scheduled to start Feb 2013, due for completion May 2013.	<i>May 2013</i>	G

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<p><b>Bullying &amp; harassment</b>            22% say they experienced some form of bullying and/or harassment            Most of these staff cited 'customers/service users' as the source of the bullying and/or harassment            For those who did not raise the issue formally the main reasons were 'its part of the job' (34%), 'worried about repercussions' (31%) or 'didn't think it would make a difference' (28%)</p>		19	Review of how employee complaints about bullying and/or harassment from customer/service user behaviour are managed.	Corporate HR Manager	On track	June 2013	G

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<p><b>Equalities</b></p> <p>Disabled – 80% of questions significantly below average</p> <p>Gay, Lesbian or Bisexual – 35% of questions significantly below the average</p> <p>Non 'White British' – 23% of questions significantly below average</p> <p>Without regular use of a computer – 35% of questions significantly below average</p>		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	The LGBT workers group, Disabled workers group and Black workers group presented their suggested actions to Equalities Board in January 2013	Dec 2012	A
		21	Review of communication channels which target staff who do not have ICT access.	Campaigns Manager  DMTs	On track	March 2013	G

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<b>Response rate</b> 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  HR Business Partners	On track	April 2014	G
<b>Demonstrating action</b> 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)	Information provide & departments working on their action plans	Info provided by Sept 2012	G
		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	'You said, we did' campaign to commence April 2013	Sept 2012	G