

STAFF SURVEY ACTION PLAN 2012

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	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	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	Pilot in progress within CYPS Report to CMT following pilot	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. Draft in development	Sept 2013	G
	-3.2	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	Complete	March 2013	G

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Stress 48.6% 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	Departmental plans have been agreed and published	Nov 2012	G
		5	<i>Revised action:</i> <i>I-resilience tool being piloted</i> <i>HSE stress survey being piloted</i>	Health, Safety & Wellbeing Manager	HSE stress survey audit being used within teams across the organisation I-resilience tool available on CIS	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. Pre-course e-learning launched. Meeting being arranged to discuss potential joint working opportunities	Aug 2012	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	Complete	Sept 2012	G
		8	Delivery of Mental Health First Aid to support managers and staff in identifying and managing stress	Corporate L&D Manager	Instructor training completed. Programme of training scheduled	July 2013	G
Recognition 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	Format to be reviewed for Autumn/Winter 2013 sessions	Autumn/Winter 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	Complete	Sept 2012	G

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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	On track	April 2014	G
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	Format to be reviewed for Autumn/Winter 2013 sessions	Autumn/Winter 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	Steering group have agreed to undertake on-line evaluation during half-yearly PDR season	Sept 2013	G
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	Focus groups completed Corporate HR Manager has discussed the implementation of the policy at DMTs & Senior	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	-12.3				departmental meetings. Due to launch a mini-survey to review implementation one year post launch.		
		15	Development of an Employee Charter which will outline the expectations of staff and managers.	Corporate HR Manager & HR Business Partners		<i>To be agreed</i>	
	-12.0	16	Departmental Management Teams to agree actions which will reduce the frequency that staff are required to work excessive hours	DMTs	Departmental plans have been agreed and published	Nov 2012	G
Physical environment 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	Project closure report has been completed. Considering mini-survey in specific departments to review 1 year on.	April 2013	G
		18	Action to increase the number of car parking spaces available to staff.	Property Services	235 spaces have been created in the car park and will all be available for use in early July.	May 2013	G

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<p>Bullying & harassment 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	Draft in development	Sept 2013	G

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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	A joint workers group action plan is complete	April 2013	G
		21	Review of communication channels which target staff who do not have ICT access.	Campaigns Manager DMTs	Review of affected staff in progress. Developing approach to support managers share messages	Sept 2013	G

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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 HR Business Partners	On track	April 2014	G
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)	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