

## Draft Staff Survey Action Plan - 2016 to 2018

### My Job

This area focusses on recognition, team working and changes to jobs. It would be helpful to have more focussed data on specific changes to see how effective that has been, and that could relate to restructures, individual post changes/requests, contract management arrangements for new services, etc, as this will enable specific actions to be targeted at the desired outcomes. Reward and recognition is not being flagged as an area for improvement but is being reviewed. Change is inevitable as part of the local government and therefore effective change management mechanisms need to be in place to support this, and to ensure business as usual is affected as little as possible.

1. My Job			
	Action	Owner	Deadline
1.1	More communication supporting transformational change at both Councils by using the Joint Employee Council.	Democracy/HR	Continuous, but meetings every 3 months.
1.2	More communication supporting changes to posts and restructures within the Councils by using In Brief to update staff on restructures and other staffing changes including showing Benefits Realisation data to staff. This will show that the objectives for business cases have been achieved.	Restructure lead HOS/Director	As each restructure starts and is completed.
1.3	Look at opportunities for Talent Management and Workforce Planning as discussed within the People and OD Strategy.	HR/JMT	Autumn 2017
1.4	Change management training and support for teams/managers is reviewed to ensure it supports employees now and in the future. Note: Coaching both personal and management style will be embedded as part of the People and OD Strategy implementation.	L&D lead	December 2016

## Development and Training

As part of the implementation of the Competency Framework, there will be a requirement for all staff to self-assess against competency levels, and to ensure a Personal Development Plan is in place for both behaviours and skills development. Consideration is also being given to the way staff are developed and what opportunities are available to meet specific needs of both individuals and teams, that will meet current and future resource requirements. Therefore there is a specific refocus on this area at present 16/17 that will be reviewed as part of the action plan for the People and OD Strategy.

<b>2. Development and Training</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
2.1 A review of training and development is taking place as part of the People and OD Strategy and therefore this is picked up as part of the action plan for the Strategy.	JMT	31 March 2017
2.2 The Competency Framework will allow for specific data capture in relation to personal development, and the training needs of both Councils, including future aspirations.	All staff	31 March 2017
2.3 Appraisals, the process and policy will be reviewed for the 17/18 year.	HR	31 March 2017

## Communication

The evidence suggests that current communication systems do work, however it is not clear what does and does not work without further evidence gathering. However tied into the fact there is a massive transformation programme happening at present and taking account of some of the other issues raised as part of the staff survey, it is important to ensure communication is effective by being timely, easy to understand, especially given that is true that openness and honesty will reap rewards in terms of employee engagement. The JEC will also be able to support improved communication through better engagement which can only further support staff through transformational change.

<b>3. Communication</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
3.1 Chief Executive all-staff briefings should continue, but should be shorter and followed by a more detailed directorate briefing. There should be a nominated co-ordinator for each round of briefings with dates and agendas clearly set out in advance. Staff should have the opportunity to suggest topics to be covered at either Chief Executive or Directorate briefings.	CEX & Directors – Appoint a co-ordinator for CEX and Director briefings.	April 2017
3.2 Continue to embed the new joint employee consultation group to ensure that employees are consulted with prior to changes taking place that impact on them (e.g. restructures, joint working business cases, new policies etc.). Link to 1.1.	Democracy/HR	April 2017
3.3 Create an area on each Council's intranet pages for staff and staff reps where all consultation documents, meeting dates, minutes, surveys and feedback can be stored and easily accessed by staff.	IT/HR	April 2017
3.4 Investigate the possibility of having a single shared intranet across both Councils.	IT	April 2017
3.5 Review In-Brief and ask staff for feedback in relation to what they would like to see, and how improvements could be made to meet staff and Member need.	Communications Manager	April 2017

## Management

Although the majority of staff feel supported by their line manager, around 70%, just under 50% state they don't get monthly 121's, although this could be accounted for by those staff who may not require these such as manual workers. (See 6.1). A third of staff state they don't have their opinions, ideas and views taken forward and this could be picked up with some of the engagement work supported by JEC. Also as part of the reward and recognition review, soft recognition will be picked up, which should also help develop in this area. Change management is covered in section 1, so is not covered again here. Managers need to ensure they are able to effectively manage their teams and to meet the needs of both Councils in meeting business objectives. Support and development in achieving this will be delivered as part of the implementation of the Competency Framework in relation to behaviours and skills development will be undertaken as part of the Transformation Programme with a Leadership and Management Development Programme in 17/18.

<b>4 Management</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
4.1 Develop an internal/external resource of coaches and mentors that can be accessed by staff that is going through the change process.	HR	September 2016
4.2 Develop a 'coaching style' of management, starting with training for all managers across both Councils to encourage improved management styles and conversations.	HR/Managers	April 2017
4.3 A formal 121 process and team meeting process is put in place relevant to each service area, with templates for agendas and records kept of both to ensure they happen in a consistent manner across both Councils monthly.	HR/Managers	December 2016
4.4 Peer management group sessions for coaching and mentoring to be embedded as part of the People and OD Strategy which support management development.	HR/Managers	March 2017

## JMT/Leadership Visibility

This is a recurring theme from previous staff surveys, however it should be recognised that there may be some lack of clarity around what the term leadership means, and who that might refer to, as there may be a different perceptions for different staff. Quite clearly depot workers are unlikely to physically see members of JMT regularly so consideration needs to be given to use of other means to enhance visibility without this being physical. This is also much harder as there are very few members of JMT so a none physical awareness needs to be considered as much as a physical one.

<b>5 . JMT / Leadership Visibility</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
5.1 Create a profile page for each member of JMT on the Councils intranets which details key areas of work, responsibility etc. This would provide staff with more clarity on JMT roles and in particular the differences between Directors and Heads of Service.	JMT – Nominate a co-ordinator	April 2017
5.2 A welcome letter from the Chief Executive or Director setting out the Councils' visions and priorities, and anything specific to the relevant directorate, and wishing new starters well in their career.	SMT/EA's	November 2016
5.3 The Chief Executive's briefings should be followed the following month by a directorate staff briefing led by each Director. These would provide more detailed, specific information and would allow staff to ask questions in a less formal environment. This would also allow for a shorter all-staff briefing (linked to 2.1). <i>*Staff Suggestion*</i>	CEX & Directors – Appoint a co-ordinator for CEX and Director briefings.	April 2017
5.4 JMT structure charts with photos should be posted around the offices in communal areas (e.g. corridor doors) to increase staff awareness of who JMT are and their areas of responsibility.	EA's and PA's	February 2017
5.5 Each member of JMT to put two hours in their diaries each month to walk their floors/hold staff open door sessions. This should be informal and an opportunity for JMT to simply talk to staff or for staff to ask questions.	JMT Members	February 2017

5.6	JMT job swap, a day in the life of a JMT member or back to floor initiatives to support management development.	JMT Members	March 2017
5.7	Send a weekly e-mail/have a blog from a member of JMT each Friday that provides all staff with a brief overview of what the JMT member has done that week including any projects that they are involved in.	JMT – Nominate a co-ordinator	February 2017

<b>6 My Line Manager (also see section 4).</b>			
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>	
6.1	All managers are encouraged to have regular 121's with their staff, and this should take place at least once a month so there is an opportunity for staff to have a discussion about performance and development along with other topics.	Managers	31 March 2017
6.2	All managers will support and encourage staff with the roll out of the Competency Framework and will engage in discussions and training activity especially with self-assessment and PDP development.	Managers	31 March 2017

<b>7. Work Life Balance</b>			
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>	
7.1	Develops a strategy and action plan in relation to supporting a healthier work life balance which forms part of the Health and Wellbeing Charter.	HR/Health and Safety/JEC	April 2017
7.2	Create an online noticeboard where social events, activities and information can be posted. This would be a visual/interactive format for an informal staff magazine.	IT/JEC	April 2017

<b>8 Place of Work – Facilities and General</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
8.1 Individual places of work are undertaken in relation to the facilities and environment to give further specific data to enable improvements to be made if required.	Performance Team	31 December 2016

<b>9. Perceptions of the Council</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
9.1 Review pay and reward arrangements to meet current and future need as detailed with the People and OD Strategy.	HR/Commercial Team	31 March 2017
9.2 Introduce corporate values and vision that embrace the future and the commercial agenda that can be used as marketing for the Councils but also link to objectives with appraisals.	Communications and Managers	31 March 2017

<b>10. Equal Opportunities</b>		
<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
10.1 Continue to develop Safeguarding training appropriate to all staff.	Safeguarding Lead	31 March 2017