

# Employee Opinion Survey Action Plan 2015/16

## Appendix A

Action	Who?	When?	What is the intended goal?
New Service Plans for 2016-18 to be in place for all services.	Senior Management Team (SMT)	30 March 2016	This will demonstrate how service activities link through to actions and outcomes in our Corporate Plan and to individual objectives (the 'golden thread').
Ensure new Appraisal process is followed consistently for all contracted staff.	All managers	30 June 2016	This will ensure we are meeting our standards and keep staff informed of their targets and objectives, also to provide feedback on their performance. Only 42% of forms for appraisals were signed off and returned to HR by September 2015 – our target is for 100% to be signed off and returned by 31 July 2016.
Run survey focussing on bullying and respect in the workforce. A detailed survey will help to pinpoint the source of bullying (colleagues, managers, customers, Councillors, etc...) and the types of incidents or behaviours that are considered unacceptable, as well as exploring why reporting of bullying does not match the perception identified through the main survey.	Feedback supports the Corporate Team running a survey with Staff Council involvement	TBC depending on resource available	All staff should be treated fairly and with respect at work and not be subject to discrimination, bullying or harassment so this survey will help identify staff concerns about behaviours contrary to this and how situations could be addressed more effectively. This will help us to review our policies and procedures to ensure that they support our zero tolerance approach, as well as showing that it is safe to challenge the way things are done.
SMT to continue delivering messages on zero tolerance of discrimination, bullying and harassment to maximise awareness.	SMT	Ongoing	This will increase awareness that unacceptable behaviours will not be tolerated so should help to ensure that all instances are reported and dealt with.
Commission awareness training for staff on bullying and harassment.	Corporate Team / LGSS	February 2016	This will help staff to identify which behaviours are unacceptable and not to be tolerated, encouraging staff to report all instances so they can be dealt with.
Implement the Staff Suggestion/Questions Scheme we have committed to introducing. Encourage staff to give their views and ask questions. <i>Note: name for new scheme to be set shortly.</i>	Corporate Team	February 2016	This will give staff the opportunity to challenge how things are done and have their ideas listened to and questions answered. Good ideas may help to improve team performance, raise service standards or lead to efficiency savings.
Ensure agendas, FAQs and minutes/action notes for Meet SMT sessions are shared with staff before and after each session.	Corporate Team	Meet SMT meetings in March, June, September & December	Provides opportunity for those who are unable to attend sessions to see what will be discussed and the outcomes. Agendas will help staff to assess if they need to find time to attend during busier workload periods depending on relevance to their interests.
Share agendas, presentations and minutes from bi-monthly Management Team meetings with all staff.	Corporate Team	January 2016	To ensure that messages disseminated by managers are understood throughout the organisation.

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Introduce new process for acknowledging employees reaching long service milestone anniversaries.	Corporate Team	April 2016	Currently the only formal recognition of long service is for those staff retiring after 25 years. Recognition for existing staff who have worked for the Council for a long time is considered important. Even a card as an acknowledgement can have a great impact. A new process is being developed to replace long service awards from 1 April 2016.
Develop a mechanism or mechanisms for recognition of achievements. Suggestions include an employee of the month scheme to recognise success/examples of a job well done. Less formal ways of doing this include Jo's Blog and items in Key Issues.	SMT	April 2016	This will recognise good performance, motivate staff and help ensure employees feel valued and inspired to do the best in their jobs.  <i>Note: while some staff support the idea of formal recognition schemes, there are others who disagree with introducing a formal 'award'-type approach to recognising good work. This action was removed from last year's action plan as it was considered divisive so it is recommended that further views should be sought from staff on whether to proceed with this before a scheme is established.</i>
Adopt a more positive feedback approach, recognising a job well done and saying "Thank you". Encourage all team members to comment if someone performs well.	Managers and all staff and District Councillors	Immediately	Although measuring this action directly will not be possible, it is hoped that this will have a positive impact on several questions in the Employee Opinion Survey. This action should be adopted by officers and Members at all levels to make our staff feel more appreciated and encourage a positive work environment.
Liaise with LGSS to improve training and support given to managers in managing performance issues.	Corporate Team	April 2016	This is intended to improve consistency in how performance issues are managed across the organisation. While policies are set out and reviewed regularly, managers who have not previously used them may need some help applying them and setting targets.
Increase team engagement with the Corporate Plan. Clearly communicate our vision, strategic themes and outcomes to all employees.	Corporate Team	April 2016	This will increase understanding of our aims and objectives and how staff contribute to them. A new Corporate Plan will be taken to Council for approval in March 2016. Services have been involved in developing the new Plan and are expected to show links between their Service Plans and Corporate Plan objectives. Employees should clearly see the relevancy of their jobs within their Service Plans.
Communications Champions – selected to represent their service area, this group of staff regularly meet with the Communications Team to discuss both internal and external communications feedback and ideas.	Corporate Team / Comms Champions	Ongoing – annual review due to take place in 2016/17	A network of Communication Champions across each service will be maintained by the Communications Team. These volunteers meet regularly with the Communications Team to discuss ideas for Staff Bulletin and Key Issues and also share information in advance of any external media requirements, messages, and campaigns. They discuss communications related ideas for both internal and external messages. The use of Signal Audits will be considered to check that messages are getting through correctly.
Share information on staff changes (e.g. new appointments, restructure changes) through Key Issues in addition to the details of new starters and leavers currently published.	Corporate Team / LGSS	February 2016	This is intended to ensure that staff are aware of a wider range of changes to posts within the organisation. Where roles are changed or employees change jobs, this will help to ensure that staff are up to date about who to contact in each service area.

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Invite SMT members to attend Service Meetings to encourage SMT and staff to communicate outside of Meet SMT Sessions.	Management Team	Immediately	This will increase visibility of members of the new Senior Management Team and provide opportunity for SMT to openly discuss issues with all employees and keep staff informed about matters that affect them and changes happening across the Council.
Teams to record actions agreed at team meetings and report back on progress made.	Management Team	Immediately	This will ensure that commitments made are followed up. Clear actions arising from team meetings will help to demonstrate the value of these meetings in sharing information and discussing relevant matters. A standard template will be drafted.
Encourage SMT members and senior Members to spend more time experiencing what teams do and visiting other parts of the Council.  <i>Note: This is not currently recorded formally (should it be?)</i>	SMT / Management Team	Immediately	While this happened on an ad-hoc basis last year, staff attending focus groups did not recognise a significant increase in visibility of SMT members outside their services. Putting in place a planned programme of activity may help to increase the visibility of SMT, give them a greater understanding of the jobs that staff are doing and provide more opportunities to engage with SMT. Some in the focus group had never seen Councillors at their place of work, including Executive Councillors for their services.
Review the quality of service and team meetings to ensure relevant matters are discussed at appropriate times and the correct messages are being given and understood.	SMT / Comms Champions / Culture and Compliance Officer Board	Meetings to be scheduled after Meet SMT on 30-31 March, 21-24 June, 28-29 Sept & 12-15 Dec	There was an action last year to ensure that regular meetings took place and allowed feedback and discussion on corporate issues. Views from the focus group and survey responses suggest that meetings are generally taking place but that the quality varies significantly. Ensuring greater consistency of information shared at such meetings will keep staff informed about matters that affect them and changes happening across the Council. Meetings should be arranged around Meet SMT and Management Team meetings and the Culture and Compliance Board will consider setting standards that must apply to all. This should be a theme covered in management training.
Review service intranet sites to keep content up to date and improve ease of use.	Management Team	Immediate and ongoing	Most sites contain very limited information about the services provided and the information published is often out of date (e.g. contact names, locations). Basic details would help increase understanding and encourage greater sharing of information. Out of date information should be deleted. Communications Champions could play a role in overseeing reviews and updates to information on each service's sites.
Operations to set up an Operations Forum that will meet monthly. Each work area will nominate a colleague to attend the meetings and they can submit items for the agenda. The Staff Council representative will also be standard invitees to the meeting and be asked to chair the meeting. The Operations Management Team will all be in attendance to respond to issues raised.	Operations Management Team / Staff Council	February 2016	Employee Opinion Survey results were worse than the Council average for over 80% of the questions asked. Specific actions may be needed to address the issues specific to the service or to individual teams. The Operations Forum will help understanding of the problems and encourage staff and management to work together to deliver improvements.