



# **CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

## ***Committee Report***

### **Public**

**Date of Meeting:** 27th July 2006

**Title:** EMPLOYEE OPINION SURVEY IMPROVEMENT PLAN

**Report of:** Head of Personnel and Development Services

**Report reference:** PPP.35/06

### **Summary:**

An Employee Opinion Survey was carried out in November 2005. The results were very encouraging although the survey feedback also raised many issues, and a number of these were highlighted. An **Improvement Plan** has been developed to target all the issues raised in the Employee Opinion Survey. The next survey will take place in November 2006. There is a need for Members to oversee this important piece of work.

### **Recommendations:**

- Members to note the improvement plan in Appendix A
- Members to agree to monitor implementation of the improvement plan and receive quarterly update reports

**Contact Officer:** Jennifer Williams

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

## Background

The Council's first Employee Opinion Survey was carried out in November 2005. The results were very encouraging although the survey feedback also raised many issues, and a number of these were highlighted. Results of the survey are available on public folders under 'consultation'.

### Key issues

- Low response rate
- Communications
- Appraisal
- Awareness of council initiatives including stress, absenteeism, violence and aggression and accidents
- Learning and Development including career development issues
- Feeling valued

An **Improvement Plan** has been developed to target all the issues raised in the Employee Opinion Survey.

The below actions will be taken to *improve the key issues*. Many other issues and actions are included in the Improvement Plan (refer to Appendix A).

- A number of actions will be taken to address the **low response rate** including:
  - resolving the distortion of the electronic version of the questionnaire
  - investigating the possibility of having a 'save' facility to enable people to complete part of the questionnaire and then come back to it
  - sending the questionnaire in addressed envelopes to individuals without PC access and providing pre paid envelopes to return
  - making the fact that the questionnaire is anonymous more explicit
  - developing a local PI to measure the response rate
- An Internal **Communications** Review will take place with particular focus on the role and performance of the 'management communication chain'. The review will include Team Improvement Reviews, Management Briefing, a replacement arrangement for what was Corporate Management Team, and team meetings.

- The survey results highlighted that **appraisals** were not taking place for many of you, and/or were not always effective. This was reflected in the appraisal review that David Williams had carried out last year. Appraisal refresher training will now be provided for appraisers, and briefings have already been held for former CTS employees. The scheme itself has already been overhauled and improved. Jason Gooding will monitor that appraisals are held for everyone each year.
- **Awareness of what the Council is doing** to reduce staff absence, deal effectively with stress, and address violence and aggression from the public will be increased through management briefings. For example, the June Management Briefing was devoted to sickness absence. The important role that managers who attend play in 'cascading' information from these briefings down to all our employees will be reinforced and monitored.
- The Council has made a commitment in its new **Training and Development Policy** for each employee to have a minimum of 5 days learning (pro rata for those working part time) per year. Of course people learn in a wide variety of ways so this does not imply 5 days away on training courses. Targets have also been set for employee achievement of qualifications, which will be included in a strategy for Learning City.
- The 'maximising training' module in the Management Development Programme is to be reviewed. **Training Plans** will be developed for each Directorate. A **career development strategy** will be piloted.

### **Communication/Consultation**

The plan was reported to the Trade Unions at the Corporate Joint Consultative Committee on 14<sup>th</sup> June 2006, where it was received favourably.

A letter was sent to all employees with the June pay slips informing them of:

- Key issues from the survey
- How these will be addressed by the plan
- Availability of the plan on public folders
- Date of the next survey
- Encouragement to respond to this

The plan will be reported to Joint Management Team (JMT) on 20<sup>th</sup> July 2006.

## **Monitoring the Improvement Plan**

The Senior Management Team and Corporate Joint Consultative Committee (CJC) will monitor the Plan.

We would also like to recommend that Corporate Resources Overview & Scrutiny Committee also oversees implementation of the improvement plan.

## **Next Survey**

The next survey will take place in November 2006.

## **Recommendations:**

- Members to note the improvement plan in Appendix A
- Members to agree to monitor implementation of the improvement plan and receive quarterly update reports

## Appendix A Employee Opinion Survey Improvement Plan

Areas of concern/issues in particular former business units are in *Italics*

### Glossary

CIS Customer Information Services  
CMT Corporate Management Team  
CTS Commercial and Technical Services  
EEP Employee Enhancement Programme  
liP Investors in People  
MDP Management Development Programme  
PDP Personal Development Plan  
TIR Team Improvement Plan  
RBS Revenues and Benefits Services  
SMT Senior Management Team  
SSDG Strategic Staff Development Group  
WDP Workforce Development Plan

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| Areas of<br>concern/Issue | Action | Lead | Targets<br>(including<br>time-<br>scales) | Outcomes | Resource<br>allocation | Measures (of<br>outcomes) |
|---------------------------|--------|------|---|----------|------------------------|---------------------------|
|---------------------------|--------|------|---|----------|------------------------|---------------------------|

| Areas of concern/Issue                                     | Action   | Lead           | Targets (including time-scales)                  | Outcomes   | Resource allocation                         | Measures (of outcomes)   |
|--|--|----------------|--|--|---|--|
| General Actions which will influence many of below actions | 1) Internal communications review – particularly the role and performance of the management communication chain including TIR, Management Briefing, future CMT and team meetings. This review should lead to the development of internal communications strategy | Jason Gooding  | July – Dec 06                                    | Improved communications  | Jo Osborne<br>David Williams                | <ul style="list-style-type: none"> <li>Employee survey</li> <li>liP</li> </ul>                         |
|  | 2) SMT liP workshop to identify which levels the council will aim to achieve within the profile and time-scales for achievement  | David Williams | June 2006 workshop<br>2007 next liP assessment   | Clarity on liP levels for actions within plan                                | SMT/David Williams<br>P, P and P budget     | <ul style="list-style-type: none"> <li>Achievement of agreed liP profile</li> </ul>                    |
|  | 3) MDP further developed to address specific management skills e.g. appraisal, return to work interviews, team meetings, TIRs  | David Williams | Launch of new programme 2007/08 (financial year) | Specific training delivered to address areas of concern identified by survey | David Williams<br>Corporate training budget | <ul style="list-style-type: none"> <li>liP</li> <li>Employee Survey results</li> </ul>                 |
|  | 4) Management training (above) to be incorporated into revised probation policy  | David Williams | Review probation policy 2006                     |  |   | <ul style="list-style-type: none"> <li>Framework of evaluation for training and development</li> </ul> |

| Areas of concern/Issue                                     | Action  | Lead                                | Targets (including time-scales) | Outcomes                                 | Resource allocation                 | Measures (of outcomes)  |
|--|---|-------------------------------------|---------------------------------|--|-------------------------------------|---|
| General Actions which will influence many of below actions | 5) Raise manager awareness of framework of evaluation for training and development  | David Williams                      | Nov 06                          | Managers effectively evaluating training | Corporate training budget           | <ul style="list-style-type: none"> <li>Achievement of liP profile indicator level 4 – capabilities managers need to lead, manage and develop people effectively are clearly defined and understood</li> <li>Future survey results/analysis</li> </ul> |
|  | 6) Review of management competencies to cover areas of concern e.g. leadership  | David Williams                      | 2007/08 financial year          | Increase management capacity             | David Williams                      |   |
|  | 7) Decision to be made on how the next survey will reflect the new directorates and be comparable with results from the last survey | Jennifer Williams<br>David Williams | Sept 06                         | Comparable information year on year      | Jennifer Williams<br>David Williams |   |

| Areas of concern/Issue              | Action  | Lead   | Targets (including time-scales) | Outcomes   | Resource allocation                  | Measures (of outcomes)   |
|-------------------------------------|---|--|---------------------------------|--|--------------------------------------|--|
| Response rate varied across council | 8) Resolve distortion of electronic version of questionnaire<br><br>9) Investigate possibility of 'save' facility when completing questionnaire<br><br>10) Send questionnaire in addressed envelopes to individuals without PC access and provide pre paid envelopes<br><br>11) Make anonymous issue more explicit in introduction to the survey<br><br>12) Develop local PI to measure the response rate | Jennifer Williams  | Nov 06 when survey repeated     | Increased response rate  | Jennifer Williams<br><br>Linda Potts | <ul style="list-style-type: none"> <li>Increase in response rate</li> </ul>  |
|                                     | 13) Benchmarking with other Cumbrian authorities<br><br>14) Include additional questions to enable us to measure new PIs  | Jennifer Williams<br><br>Jennifer Williams<br><br>David Williams | Nov 06 when survey repeated     | Identified small number of common questions<br><br>To enable us to measure our performance | Jennifer Williams                    | <ul style="list-style-type: none"> <li>Cumbria wide statistics</li> <li>Measures in place and published in BVPP June 06</li> </ul> |



| Areas of concern/Issue   | Action  | Lead                                    | Targets (including time-scales) | Outcomes   | Resource allocation                     | Measures (of outcomes)  |
|--------------------------|---|---|---------------------------------|--|---|---|
| Additional investigation | 15) Chief Executive's Sounding Board lunches with staff   | Maggie Mooney                           | Weekly sessions                 | Greater understanding of staff's key concerns, possibly with progression of some common themes through task and finish groups/Action Learning Sets | Lunch provided from TCCE's budget       | <ul style="list-style-type: none"> <li>See outcomes</li> </ul>                                      |
|                          | 16) Appropriate outcomes of Chief Executive's Sounding Board lunches with staff incorporated into this plan | Jennifer Williams<br><br>David Williams | July 06                         | Issues incorporated into one improvement plan  | Jennifer Williams<br><br>David Williams | <ul style="list-style-type: none"> <li>Employee Opinion Survey</li> <li>Improvement plan</li> </ul> |

| Areas of concern/Issue   | Action  | Lead                                       | Targets (including time-scales)                                  | Outcomes   | Resource allocation   | Measures (of outcomes)  |
|--|---|--|--|--|---|---|
| <p>Line managers providing employees with feedback on their performance</p> <p><i>Over 1/5 of say rarely or never</i></p> <p>CIS - 42%<br/>CTS – 42%<br/>RBS – 39%</p> | <p>17) Internal communication review</p> <p>18) Appraisal refresher training</p> <p>19) Special appraisal briefings for former CTS</p> <p>20) MDP – specific training on the importance of and how to run effective team meetings</p> | <p>Jason Gooding</p> <p>David Williams</p> | <p>July – Dec 06</p> <p>Nov 06</p> <p>April 06</p> <p>Nov 06</p> | <p>Improved communications</p> <p>Line managers provide employees with feedback on their performance</p> | <p>Jo Osborne<br/>David Williams</p> <p>MDP budget<br/>David Williams</p> | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> <li>• Team meeting training evaluation feedback</li> <li>• Full management attendance at appraisal refresher training</li> </ul> |
| <p>Line Manager supporting employee to achieve their objectives</p> <p><i>16% say rarely or never</i></p> <p>CIS – 36%<br/>CTS – 25%<br/>RBS – 25%</p>                 | <p>21) Appraisal refresher training</p>   | <p>David Williams</p>                      | <p>Nov 06</p>  | <p>Line Managers support employees to achieve their objectives</p>                                       | <p>MDP budget<br/>David Williams</p>                                      | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> <li>• Full management attendance at appraisal refresher training</li> </ul>  |

| Areas of concern/Issue   | Action   | Lead   | Targets (including time-scales)                  | Outcomes  | Resource allocation   | Measures (of outcomes)  |
|--|--|--|--|---|---|---|
| <p>Employees having the opportunity to comment on issues affecting them</p> <p><i>Just over 1/5 only 'sometimes' have opportunity to comment</i></p> <p><i>CIS – 39%</i></p> | <p>22) Internal communication review</p> <p>23) Appraisal refresher training</p> <p>24) MDP – specific training on importance and how to run effective team meetings</p> | <p>Jason Gooding</p> <p>David Williams</p> <p>David Williams</p> | <p>July – Dec 06</p> <p>Nov 06</p> <p>Nov 06</p> | <p>Improved communications</p> <p>Employees feel that they have the opportunity to comment on issues affecting them</p> | <p>Jo Osborne<br/>David Williams</p> <p>Corporate training budget</p> <p>MDP budget</p> <p>David Williams</p> | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• Full management attendance at appraisal refresher training</li> <li>• Team meeting training evaluation feedback</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul> |
| <p>Employees attending TIR</p> <p><i>50% not had a TIR in last 6 months (31% not had one)</i></p> <p><i>CTS – 82%</i><br/><i>CIS – 69%</i><br/><i>EPS – 62%</i></p>          | <p>25) Internal communication review</p> <p>26) MDP – specific training on the importance of and how to run effective TIRs</p>   | <p>Jason Gooding</p> <p>David Williams</p>                       | <p>July – Dec 06</p> <p>Nov 06</p>               | <p>Employees attend TIR or equivalent</p>   | <p>Jo Osborne<br/>David Williams</p> <p>MDP budget</p> <p>David Williams</p>                                  | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• TIR training evaluation feedback</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul>  |

| Areas of concern/Issue  | Action  | Lead                                 | Targets (including time-scales)          | Outcomes   | Resource allocation  | Measures (of outcomes)  |
|---|---|--------------------------------------|--|--|--|---|
| Frequency of team meetings (2 <sup>nd</sup> preferred method of communication)<br><br><i>CTS and CIS would like to have more</i>    | 27) Internal communication review<br><br>28) MDP – specific training on the importance of and how to run effective team meetings  | Jason Gooding<br><br>David Williams  | July – Dec 06<br><br>Nov 06              | Improved communications<br><br>Team meetings held when necessary | Jo Osborne<br>David Williams<br><br>MDP budget<br><br>David Williams | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• Team meeting training evaluation feedback</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul> |
| Employees who feel their skills and experience are valued<br><br><i>17% of employees do not feel valued</i><br><br><i>CIS – 42%</i> | 29) Commitment in new Training and Development Policy to 5 days learning per employee (pro-rata) e.g. management briefing attendance<br><br>30) Targets for employees achievement of qualifications | David Williams<br><br>David Williams | June 06<br><br>Published in BVPP June 06 | Employees feel their skills and experience are valued            | Existing corporate budgets   | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• liP Indicator 6 – people's contribution to the organisation is recognised and valued</li> <li>• Learning City Pls</li> </ul>                        |

| Areas of concern/Issue  | Action  | Lead  | Targets (including time-scales)  | Outcomes                              | Resource allocation                                    | Measures (of outcomes)   |
|---|---|---|--|---------------------------------------|--|--|
| <p>Employees who have an appraisal</p> <p><i>31% have not had an appraisal in last 12 months</i></p> <p><i>CIS – 77%</i><br/><i>RBS – 71%</i></p> | <p>31) Appraisal refresher training</p> <p>32) Make appraisal briefing mandatory (new employees are booked onto course)</p> <p>33) Enforce appraisals</p> <p>34) Prompt and guide managers during appraisal round</p> <p>35) Develop new PI in relation to appraisals</p> | <p>David Williams</p> <p>Linda Mattinson</p> <p>Jason Gooding</p> <p>David Williams</p> <p>David Williams</p> | <p>Nov 06</p> <p>Nov 06</p> <p>Jan each year</p> <p>Jan each year<br/>Nov 06</p> | <p>All employees had an appraisal</p> | <p>Corporate training budget</p> <p>David Williams</p> | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• Record of appraisals in personnel</li> <li>• PI on appraisal</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> <li>• Full management attendance at appraisal refresher training</li> </ul> |

| Areas of concern/Issue  | Action   | Lead           | Targets (including time-scales)            | Outcomes   | Resource allocation   | Measures (of outcomes)  |
|---|--|----------------|--|--|---|---|
| <p>Line manager encouraging employees to develop new skills and enhance career prospects</p> <p><i>20% feel that their line manager does not encourage them</i></p> <p><i>Problem most noticeable in RBS, CTS, CIS and MSES</i></p> | <p>36) Training – improve maximising training module (MDP D11)</p> <p>37) Introduce directorate training plans (integrated into service planning process)</p> <p>38) Pilot career development strategy</p> | David Williams | <p>Nov 06</p> <p>June 06</p> <p>Jan 07</p> | Line managers encourage employees to develop new skills and enhance career prospects | <p>MDP budget</p> <p>Directorates budgets</p> <p>WDP budget</p> <p>David Williams</p> | <ul style="list-style-type: none"> <li>• Maximising training evaluation feedback</li> <li>• Future survey results</li> <li>• liP Indicator 2 – learning and development is planned to achieve the organisations objectives</li> </ul> |

| Areas of concern/Issue  | Action  | Lead  | Targets (including time-scales) | Outcomes   | Resource allocation                          | Measures (of outcomes)  |
|---|---|---|---------------------------------|--|--|---|
| <p>Training and development opportunities that will benefit employees are brought to their attention</p> <p><i>19% say that training and development opportunities are not brought to their attention</i></p> <p><i>CIS – 42%</i></p> | <p>39) Introduce directorate Training Plans (integrated into service planning process)</p> <p>40) Formalise role of union learning representative</p> | <p>David Williams</p> <p>David Williams</p> | <p>June 06</p> <p>Dec 06</p>    | <p>Training and development opportunities that will benefit employees are brought to their attention</p> | <p>Directorate budgets</p> <p>PWS budget</p> | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul>  |
| <p>Discussions take place with line manager before a training/development activity</p> <p><i>34% do not discuss</i></p> <p><i>CIS – 65%</i></p>   | <p>41) Training – improve maximising training module (MDP D11)</p>  | <p>David Williams</p>                       | <p>Nov 06</p>                   | <p>Discussions take place with line managers before a training/development activity</p>                  | <p>MDP budget</p> <p>David Williams</p>      | <ul style="list-style-type: none"> <li>• Maximising training evaluation feedback</li> <li>• Future survey results</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul> |

| Areas of concern/Issue  | Action   | Lead           | Targets (including time-scales) | Outcomes   | Resource allocation              | Measures (of outcomes)   |
|---|--|----------------|---------------------------------|--|----------------------------------|--|
| <p>Discussion take place with line manager after a training/development activity</p> <p><i>32% do not discuss</i></p> <p><i>CIS – 50%</i><br/><i>CTS – 48%</i><br/><i>CLS – 42%</i></p> | 42) Training – improve maximising training module (MDP D11)                                | David Williams | Nov 06                          | Discussion take place with line managers after a training/development activity                   | MDP budget<br><br>David Williams | <ul style="list-style-type: none"> <li>• Maximising training evaluation feedback</li> <li>• Future survey results</li> <li>• liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul>  |
| <p>Employees feel that overall training and development has helped them to do their job more effectively</p> <p><i>18% do not feel training has helped</i></p> <p><i>CIS – 43%</i></p>  | 43) SSDG to identify and distribute case studies of good practice to appropriate employees | David Williams | June 07                         | Help employees to link training and development to helping them to do their job more effectively | SSDG<br><br>Union learning rep   | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• liP Indicator 8 – people learn and develop effectively</li> <li>• liP Indicator 9 – Investment in people improves the performance of the organisation</li> <li>• liP Indicator 8 – people learn and develop effectively</li> </ul> |



| Areas of concern/Issue  | Action  | Lead  | Targets (including time-scales)           | Outcomes  | Resource allocation                        | Measures (of outcomes)  |
|---|---|---|---|---|--|---|
| <p>Employees have a Personal Development Plan which is reviewed at each appraisal</p> <p><i>26% do not have a PDP</i></p> <p><i>CIS – 66%</i><br/><i>CTS – 57%</i></p>                  | <p>44) Enforce appraisal</p> <p>45) Issue guidance on PDPs and funding of training</p>                          | <p>Jason Gooding</p> <p>David Williams</p>  | <p>Jan each year</p> <p>Jan each year</p> | <p>Employees have a Personal Development Plan which is reviewed at each appraisal</p> | <p>Jason Gooding</p> <p>David Williams</p> | <ul style="list-style-type: none"> <li>• Future survey results</li> <li>• Future recording of personal development plans in new ERBs system (Employment and rewards business system)</li> </ul> |
| <p>Employees feel they have opportunities to develop their career in the council</p> <p><i>34% do not feel they have opportunities</i></p> <p><i>EPS – 68%</i><br/><i>LDS – 60%</i></p> | <p>46) Training – improve maximising training module (D11)</p> <p>47) Implement career development strategy</p> | <p>David Williams</p> <p>David Williams</p> | <p>Nov 06</p> <p>Jan 08</p>               | <p>Employees feel they have opportunities to develop their career in the council</p>  | <p>MDP budget</p> <p>David Williams</p>    | <ul style="list-style-type: none"> <li>• Maximising training evaluation feedback</li> <li>• Future survey results</li> </ul>  |

| Areas of concern/Issue   | Action  | Lead           | Targets (including time-scales)                | Outcomes  | Resource allocation                             | Measures (of outcomes)  |
|--|---|----------------|--|---|---|---|
| Previous business units with particular areas of concern/issues on above (highlighted in italics)                                | 48) Directors of the previous business units will decide on actions                         | SMT            | July 06  | Focussed attention on areas of council with most concern  | Directorates                                    | <ul style="list-style-type: none"> <li>Future survey results</li> </ul>                                       |
|  | 49) Report to SMT on directorates with areas of most concern when improvement plan reported | SMT            | Oct 06   |   |   |   |
|  | 50) Directors will communicate what action they plan to take to their employees             | SMT            | July 06  |   |   |   |
| Employees (29%) disagree that the council has established a culture where they can contribute their ideas on how things are done | 51) To be addressed within further development of MDP to address specific management skills | David Williams | Launch of new programme 07/08 (financial year) | Employees agree that the council has established a culture where they can contribute their ideas on how things are done | Corporate training budget<br><br>David Williams | <ul style="list-style-type: none"> <li>Future survey results</li> <li>Training evaluation feedback</li> </ul> |

| Areas of concern/Issue   | Action  | Lead           | Targets (including time-scales)                | Outcomes   | Resource allocation                             | Measures (of outcomes)   |
|--|---|----------------|--|--|---|--|
| Employees (17%) say their line manager gives them recognition for work well done rarely or never   | 52) Internal communication review   | Jason Gooding  | July – Dec 06                                  | Improved communications  | Jo Osborne<br>David Williams                    | <ul style="list-style-type: none"> <li>Future survey results</li> </ul>  |
|  | 53) To be addressed within further development of MDP to address specific management skills | David Williams | Nov 06   | Employees feel that their line manager gives them recognition for work well done | Corporate training budget<br><br>David Williams | <ul style="list-style-type: none"> <li>liP profile indicator 5 – managers are effective in leading, managing and developing people</li> </ul>  |
| A quarter of employees think they are 'sometimes' motivated by their line manager and a quarter think they are 'rarely' or 'never' motivated | 54) To be addressed within further development of MDP to address specific management skills | David Williams | Launch of new programme 07/08 (financial year) | Employees feel motivated by their line manager                                   | Corporate training budget<br><br>David Williams | <ul style="list-style-type: none"> <li>Future survey results</li> <li>Training evaluation feedback</li> <li>liP Indicator 5 – managers are effective in leading, managing and developing people</li> </ul> |

| Areas of concern/Issue   | Action  | Lead           | Targets (including time-scales)  | Outcomes   | Resource allocation        | Measures (of outcomes)  |
|--|---|----------------|--|--|----------------------------|---|
| Employees (36%) feel that the council 'sometimes' deals effectively with staff absence | 55) Raise awareness of what is being done to try and reduce e.g. management briefing, Member-Officer Forum display June/July 2006 | David Williams | Dedicated sickness management briefing June 06 and cascaded by managers<br><br>Other methods will be used following outcomes of internal communications review | Employees feel that the council deals effectively with staff absence | Jean Cross<br><br>Managers | <ul style="list-style-type: none"> <li>Future survey results</li> </ul> |

| Areas of concern/Issue  | Action   | Lead           | Targets (including time-scales)  | Outcomes  | Resource allocation                         | Measures (of outcomes)   |
|---|--|----------------|--|---|---|--|
| Employees (52%) are 'not sure' if the council deals effectively with stress | 55) Raise awareness of training and policy e.g. management briefing, Member-Officer Forum display June/July 2006 | David Williams | Highlighted at June management briefing and cascaded by managers   | Employees feel that the council deals effectively with stress | David Williams<br><br>Managers              | <ul style="list-style-type: none"> <li>Future survey results</li> </ul>  |
|   | 56) Roll-out the stress audit and associated support   |                | Other methods will be used following outcomes of internal communications review<br><br>Ongoing and Complete 2008 |   | Arup Majhi<br><br>Corporate training budget | <ul style="list-style-type: none"> <li>Comparison with results of 2008 audit to see if actions have made a difference</li> </ul> |

| Areas of concern/Issue   | Action  | Lead           | Targets (including time-scales)   | Outcomes   | Resource allocation                              | Measures (of outcomes)  |
|--|---|----------------|---|--|--|---|
| Employees (45%) are unsure that the council deals effectively with violence and aggression from the public | 57) Need to raise awareness of few incidents and that are treated seriously e.g. management briefing, Member-Officer Forum display Aug 2006   | David Williams | Highlighted at June management briefing and cascaded by managers<br><br>Aug 06<br><br>Other methods will be used following outcomes of internal communications review | Employees feel that the council deals effectively with violence and aggression from the public | David Williams<br><br>Arup Majhi<br><br>Managers | <ul style="list-style-type: none"> <li>Future survey results</li> </ul> |
| Employees (35%) are unsure if the council deals effectively with accidents at work                         | 58) Need to raise awareness of few incidents and that will be treated seriously e.g. management briefing, Member-Officer Forum display Aug 2006<br><br>59) Communicate Workforce Profile within WDP | David Williams | Highlighted at June management briefing<br><br>Aug 06   | Employees feel that the council deals effectively with accidents at work                       | Arup Majhi<br><br>Managers<br><br><br>WDP budget | <ul style="list-style-type: none"> <li>Future survey results</li> </ul> |

| Areas of concern/Issue   | Action  | Lead              | Targets (including time-scales) | Outcomes                                | Resource allocation                          | Measures (of outcomes)   |
|--|---|-------------------|---------------------------------|---|--|--|
| A quarter of employees disagree that they feel their job is secure                   | 60) Review of existing framework for recruitment and retention  | Jean Cross        | June 07                         | Reviewed policies                       | PWS budget                                   | <ul style="list-style-type: none"> <li>Future survey results</li> <li>PWS</li> </ul> |
| <b>Feedback was provided on the below issues which will be used to inform policy</b> |   |                   |                                 |   |  |  |
| Communications   | 61) Report on LP142 - % staff with internal communications  | Jo Osborne        | Published in BVPP June 06       | LP142 reported                          | Jo Osborne                                   | <ul style="list-style-type: none"> <li>Improvement in performance</li> </ul>         |
| Flexible working   | 62) Part of proposed Employee-Wellbeing strategy – review policies and reflect current review of flexible working | David Williams    | Feb 07                          | Flexible working policy                 | Beverly Graham<br>Sally Warton<br>Arup Majhi | <ul style="list-style-type: none"> <li>Future survey results</li> </ul>              |
| Equal access   | 63) Incorporate feedback into Corporate Equality Action plan  | Jennifer Williams | June 07                         | Incorporated into ongoing equality work | Jennifer Williams<br>Lesley Dixon            | <ul style="list-style-type: none"> <li>Future survey results</li> </ul>              |
|  | 64) Report on BV2b  | Lesley Dixon      | Published in BVPP June 06       | BV2b reported                           | Lesley Dixon                                 | <ul style="list-style-type: none"> <li>BVPP 2006/07</li> </ul>                       |
| Customer contact centre  | 65) Equal access issues in literal report   | Michael Battersby |                                 |   |  | <ul style="list-style-type: none"> <li>Future survey results</li> </ul>              |

| Areas of concern/Issue                           | Action   | Lead              | Targets (including time-scales) | Outcomes   | Resource allocation                 | Measures (of outcomes)                     |
|--|--|-------------------|---------------------------------|--|-------------------------------------|--|
| Communication and monitoring of improvement plan |  |                   |                                 |  |                                     |  |
| Staff communication of employee survey           | 66) Present results to management briefing   | David Williams    | 7 <sup>th</sup> Feb 06          | Survey results and action plan fed back to employees | David Williams<br>Jennifer Williams | • Future survey results                    |
|  | 67) Put report on public folders   | Jennifer Williams | 8 <sup>th</sup> Feb 06          |  |                                     |  |
|  | 68) Send headline actions to employees   |                   | June 06                         |  |                                     |  |
|  | 69) Put improvement plan on public folders   |                   | June 06                         |  |                                     |  |
|  | 70) Directorates with particular areas of concern to communicate planned actions to employees in directorate   | SMT               | July 06                         | Planned action communicated to appropriate employees | SMT                                 |  |
|  | 71) Communication of simple messages e.g. what the council is doing and how this links into employee perceptions – include in internal communications strategy | Jason Gooding     |                                 | Improved communications                              | Jo Osborne<br>David Williams        |  |
| Member communication                             | 72) Report improvement plan to JMT   | David Williams    | July 06                         | Survey action plan reported to Members               | David Williams                      | • Members informed of planned improvements |
|  | 73) Report improvement plan to CROS  |                   | July 27 <sup>th</sup>           |  |                                     |  |



| <b>Areas of concern/Issue</b>  | <b>Action</b>  | <b>Lead</b>                          | <b>Targets (including time-scales)</b> | <b>Outcomes</b>                                   | <b>Resource allocation</b>          | <b>Measures (of outcomes)</b>  |
|--------------------------------|--|--------------------------------------|--|---|-------------------------------------|--|
| Union communication            | 74) Report improvement plan to CJC   | David Williams                       | 14 <sup>th</sup> June 06               | Survey results and action plan reported to Unions | David Williams                      | <ul style="list-style-type: none"> <li>CJC informed of planned improvements</li> </ul> |
| Monitoring of Improvement Plan | 75) Report to SMT, CJC and Corporate Resources Overview and Scrutiny                       | David Williams/<br>Jennifer Williams | Oct 06                                 | Progress of actions                               | David Williams<br>Jennifer Williams | <ul style="list-style-type: none"> <li>Employee Survey</li> </ul>                      |
|                                | 76) Directors to report progress on addressing areas of concern in previous business units | SMT                                  | Oct 06                                 |   |                                     |  |