

STAFF SURVEY - ACTION PLAN

Corporate

1. People Management

Both Bromsgrove and Redditch Councils undertook a staff survey in April 2016. The survey provided an opportunity to gauge employee morale, the culture of the organisation, workplace relationships and communication. The survey was completed by 246 employees which equates to a response rate of 25%.

The results of the survey have indicated some specific areas that require some additional attention. These areas are:

I have all the skills I need to be able to do my job well.	-14.00%
I am able to meet the needs of my customers on a daily basis.	-9.40%
I have a good working relationship with my colleagues	-5.60%

The three issues above have been divided into corporate work streams each headed up by a key officer:-

- People Management – Deb Poole, Head of Business Transformation Manager
- Meeting Our Customers' Needs – Amanda Singleton, Customer Access & Financial Support
- Organisational Culture – Sue Hanley, Deputy Chief Executive

Each of the three work streams will bring together work that is already ongoing in addition to work identified through the analysis of other corporate data.

This plan focuses on the People Management aspects of the results and details the corporate actions to be carried out to support developments in this area.

People management, also known as human resource management (HRM), encompasses the tasks of leadership, management and the provision of ongoing support and direction to employees. These tasks can include the following: leadership development, performance management, skills development, planning, coaching, communication etc.

Actions to be taken				
	What	Owner/Sponsor	Leads	Completed
1	Develop a HR/OD Strategy Engage with managers and staff to establish what is needed from the strategy. Ensure the strategy is aligned with the organisation's direction and includes organisational structure, strategic purposes etc Draft strategy Discuss with SMT,CMT fourth Tier Managers prior to approval	SMT CMT Programme Board	D Poole, Becky Talbot, L Wood	February 2017
2	System Performance Framework (SPF) Develop a more consistent approach to 1:2:1 discussions and Annual Appraisals <ul style="list-style-type: none"> Design annual appraisal forms to incorporate elements of systems thinking e.g. use of measures in discussions, removal of barriers Roll out SPF approach across the organisation by service area 	SMT CMT Programme Board	D Poole, H Mole, B Talbot, P Smith, 4 th Tier Managers	November 2016 This is now being rolled out across the organisation.
3	Skills matrix – gap analysis <ul style="list-style-type: none"> Meet with staff at various levels to establish common requirements Develop a skills matrix Support Managers to carryout a gap analysis using the skills matrix Explore options and develop approaches for closing the gaps 	SMT CMT D Poole	B Talbot, P Smith	April 2017
4	Workforce Plan Gather data relating to our workforce e.g. <ul style="list-style-type: none"> Age profile Gender and ethnicity Starters, leavers and vacancy levels Absence levels Speak to managers to establish what our workforce skills will be e.g. <ul style="list-style-type: none"> Transformation Leadership and management 	SMT CMT	D Poole, B Talbot, L Wood, P Smith	May 2017

	<ul style="list-style-type: none"> ○ Skills (specialist and non-specialist), competence, behaviours ○ Coaching skills ○ Commercialisation and innovation ● Recruitment & retention <p>Develop the plan</p>			
5	<p>Workforce Learning and Development Plan</p> <p>Use findings from the skills matrix analysis to develop a more targeted training/development plan</p> <p>Look at a variety of options for learning – not just a training course e.g.</p> <ul style="list-style-type: none"> ● Coaching ● Mentoring ● Cross over projects 	SMT CMT Programme Board	D Poole, B Talbot, L Wood, P Smith	June 2017
6	<p>Develop Leadership Strategy & Action Plan – linked to Culture work stream</p> <p>Engage with senior leaders and managers to:</p> <ul style="list-style-type: none"> ● Identify issues that may prevent the practice and delivery of leadership ● Develop actions that support individual capability of leaders ● Clarify the organisation's leadership needs ● Improve the leadership culture ● Creating the environment where good leadership happens <p>Draft strategy ahead of approval</p>	SMT CMT	S. Hanley, D Poole, B Talbot, L Wood, P Smith	July 2017
7	<p>Bullying & Harassment/Dignity at Work - review of policy documents</p> <ul style="list-style-type: none"> ● Draft a single policy ● Deliver Dignity at Work Training 	CMT	D. Poole, B.Talbot	March 2017