

You Said, We Did Action Plan

Appendix 1

From the Pulse Survey, Focus Groups and Staff Briefing sessions in 2016 (Last updated –February 2017)

Timescale: 1 = within 3 months, 2 = within 6 months, 3 = 12 months or more

Job security		Drivers: Brilliant at the Basics, Best Work of Our Lives									
What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date								
<p>Survey</p> <table border="1"> <thead> <tr> <th>Have you seen improvements in the following:</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Job security</td> <td>12%</td> <td>23%</td> <td>64%</td> </tr> </tbody> </table> <p>Focus groups Although you were concerned about job security, most of you said that you accept that continual change is now part of working in the public sector.</p>	Have you seen improvements in the following:	Yes	Neutral	No	Job security	12%	23%	64%	<ul style="list-style-type: none"> In the longer term we will be looking at how our grading structure and our approach to developing the skills and knowledge of our employees can support the movement of people internally within the Council. This should improve career progression opportunities and help to retain people by moving them to where the key areas of work are. During the autumn we will be consulting you around how we propose to manage budget changes and also seeking your ideas around this. As part of this consultation we will also be speaking to you about our strategy/plans for the workforce for the next four years. This is in terms of ensuring our workforce has the right knowledge, skills, values and behaviours. 	<p>3</p> <p>1</p>	<ul style="list-style-type: none"> Survey for terms and conditions proposals (£2m saving) completed. Data from survey has been analysed and a final decision will be made as soon as possible. Discussions with trade unions are ongoing. In December our budget savings proposals for 2017/18-2019/20 were put out for consultation, including with staff. Consultation closed on 3rd January. Our Workforce Strategy to take us to 2020 has been written and the supporting workforce plan is in the process of being signed off, after which the main areas will be shared with staff.
Have you seen improvements in the following:	Yes	Neutral	No								
Job security	12%	23%	64%								

Stability and visibility of senior leadership		Drivers: Smashing the Silos													
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Have you seen improvements in the following:	Yes	Neutral	No												
Stability of senior leaders	36%	37%	27%												
Visibility of senior leaders	34%	31%	36%												

Communication, openness and honesty

Drivers: Smashing the Silos, Brilliant at the Basics

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date																				
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Communication, openness and honesty contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p>Staff briefing sessions In the staff briefing sessions you told us you wanted:</p> <p>Meetings</p> <ul style="list-style-type: none"> • Regular team meetings, meetings which are more specific to the areas that you work in - led by service manager and to introduce quarterly directorate meetings for all staff within the directorate to attend • To be kept informed by your manager of the outcomes of management meetings (minutes). • To see improvements in communication for front line employees & to those who don't have email <p>ICT</p> <ul style="list-style-type: none"> • Video conferencing tools (e.g. Skype and Lync) to be installed on PCs to allow better communication for those working at home or out of the office e.g. for team meetings • To be able to access Applications where it would be relevant and of benefit to the client groups being worked with • Improvements made to the information provided on the intranet including employee information e.g. correct phone numbers • Make the internal telephone directory more versatile with the functionality to search on key words • Email signatures to include floor number and area where people are based <p>Budget cuts/changes</p> <ul style="list-style-type: none"> • A summary of the planned changes for the next 12 months with monthly updates • To know which departments/teams will specifically be affected when budget savings are announced for a service • To hear about when employees have been successfully redeployed following restructures/reviews • Timescales for restructures to be shorter - some taking 18 months to complete 	<ul style="list-style-type: none"> • ICT have confirmed that accessing other Applications is not a problem. However does depend on the App and how it works (in terms of data security). Contact Richard Copley in ICT for guidance. • All staff have been instructed to add their location to their email signature and ensure their intranet profile is up to date. We will also be introducing floor plans by the lifts in each wing. Staff photographs will be added to Microsoft Outlook and people are asked to make sure their intranet profile has a photo. • Keep employees updated on budget savings proposals and involve them in consultation. • A single, weekly e-magazine is being developed to combine the various different internal updates which are currently issued. Content will be hosted on the intranet. Due to start in February 2017. (this will also look at the other two points in the Briefings section on the next page) 	<p>3</p> <p>1</p> <p>3</p> <p>1</p>	<ul style="list-style-type: none"> • The distribution of Take 5 staff magazine has been reviewed to ensure it is reaching staff without email access. Short website addresses are now included when there are links to further information online, to make sure those reading a printed copy of the document can find the additional information online. • Framed floor plans showing team locations have been installed around the lift areas. • Staff photographs are now included in email correspondence. A number of employees have opted out of this due to the nature of the work they do. • Employees were invited to view and comment on the budget proposals during December 2016. • We seek to actively promote and publicise good news stories from across the Council. These are regularly updated on the website and on our social media channels. We have recently launched an Instagram account to share positive images from around the borough.

Communication, openness and honesty contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p>Briefings</p> <ul style="list-style-type: none">• Co-ordination of briefings to avoid repetition and all being sent out at the same time e.g. Friday Factfile, CEX briefing• Monthly summary sheet of corporate communications – produced as a paper hand-out for frontline staff• A live information board (on intranet) which is updated daily. Info should be deleted after two weeks (if not still relevant) <p>General</p> <ul style="list-style-type: none">• To promote our good news stories to the general public + inform people that we deliver excellent services despite budget and staff cuts – we are proud of the Council and Rotherham the place			

Engagement & recognition, encouragement of ideas

Drivers: Brilliant at the Basics, Best Work of our Lives

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date												
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Have you seen improvements in the following:	Yes	Neutral	No												
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Engagement & recognition, encouragement of ideas contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<ul style="list-style-type: none"> • To introduce an employee suggestion scheme with a reward element. There should be a process/flow chart so you know what routes you can go down if you want to make a suggestion (including anonymously). The suggestions submitted should be responded to in a timely fashion. • A more timely response when staff opinions are asked for e.g. Pulse survey, Terms & Conditions survey as it currently takes far too long for feedback • To be able to voice feelings and opinions freely and have the opportunity to influence e.g. Terms & Conditions survey 	<ul style="list-style-type: none"> • We plan to run the next full Employee Opinion survey in April 17. There will also be follow-up Pulse surveys and focus groups to measure progress from the full survey. 	2	

Performance and Development

Drivers: Brilliant at the Basics, Best Work of our Lives

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Have you seen improvements in the following:	Yes	Neutral	No								
Management of performance	31%	41%	27%								

Learning & Development

Drivers: Brilliant at the Basics, Best Work of Our Lives

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Have you seen improvements in the following:	Yes	Neutral	No								
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Working relationships

Drivers: Smash the Silos, Know Our Communities

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Working relationships contd.

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date
<p>Staff briefing sessions</p> <p>In the sessions you told us you would like:</p> <ul style="list-style-type: none">• To meet other teams to build relationships and also ask them for suggestions on improvements to your service• To share good practice and utilise expertise from other teams/services• To set up cross directorate project/working groups to work on key issues• Encourage creation of groups of people in similar situations or who have similar interests e.g. Friends of Clifton Park• The Council to have a stall at Rotherham's Tuesday market to promote our services and look at other ways to celebrate achievements			

Wellbeing & health

Drivers: Brilliant at the Basics

What you said (in the survey, focus groups and staff briefing sessions)	What we will do	Timescale	What we've done to date																
<p>Survey</p> <table border="1" data-bbox="145 295 683 970"> <thead> <tr> <th>To what extent, if at all, do you agree with the following statements?</th> <th>Yes</th> <th>Neutral</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>I am able to strike the right balance between my work and home life</td> <td>53%</td> <td>15%</td> <td>32%</td> </tr> <tr> <td>As an employee, I feel that the Council supports my health and wellbeing</td> <td>37%</td> <td>29%</td> <td>34%</td> </tr> <tr> <td>I feel I am treated with dignity and respect at work</td> <td>57%</td> <td>23%</td> <td>20%</td> </tr> </tbody> </table> <p>Focus groups</p> <p>You had different views around work-life balance which seemed to depend on which service you worked in.</p> <p>You also had differing views around work pressures and work-life balance particularly between those of you who are managers and those of you who work on the front line. Managers, particularly at M3 level, indicated their work-life balance was being eroded.</p>	To what extent, if at all, do you agree with the following statements?	Yes	Neutral	No	I am able to strike the right balance between my work and home life	53%	15%	32%	As an employee, I feel that the Council supports my health and wellbeing	37%	29%	34%	I feel I am treated with dignity and respect at work	57%	23%	20%	<ul style="list-style-type: none"> • An external peer assessment will be carried out against the Workplace Wellbeing Charter. The written report and findings will inform further activity. • We will be doing some more publicity around support available to employees such as Westfield, the free telephone helpline, counselling etc. • (Free helpline no: 08000920987 or 01455255123 – quote 70695) • Produce a set of manager briefings with each briefing focussing on an HR issue/policy, in particular the issues which have been raised in the employee involvement activities e.g. annual leave, home-working etc. 	<p>1</p> <p>1</p> <p>2</p>	<ul style="list-style-type: none"> • The assessment was completed in August 2016. Of the eight sections being assessed we have achieved the Commitment level for four of the sections but for the remaining four there was not enough evidence to ensure achievement at this level. • A report has been prepared for SLT, due to be heard on 07.02.17, which recommends actions to address the shortfalls resulting from our assessment against the Workplace Wellbeing Charter. For example stress risk assessments to be undertaken for all staff and the appointment of wellbeing champions for each directorate. • Unison and public health have provided sessions in Aug 2016 around health & wellbeing. • A new sickness working group has been set up (with Elected Member involvement) to analyse sickness activity and cause. • A revised manager induction process has been introduced which identifies new people managers and ensures they receive training in the basics of people management including the PDR process, managing absence and capability. They are also informed where all the HR policies/process information can be located. The training is also open to established people managers. • The new 24 hour counselling helpline, part of the Employee Assistance Programme, is now in place. It is now available via an App which can be downloaded onto people's phones
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Wellbeing & health contd.

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<p>Staff briefing sessions In the sessions you told us you would like:</p> <ul style="list-style-type: none">• To see more consistency in the application of HR policies e.g. carry-over of annual leave, occasional home working• Reinforce the clearing desk policy			<ul style="list-style-type: none">• A Health and Wellbeing survey has been undertaken in Children's social care. It is hoped that action on the findings will assist in the recruitment of experienced social workers.

Customer service		Drivers: Know Our Communities, Brilliant at the Basics	
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<p>Staff briefing sessions You told us that we should:</p> <ul style="list-style-type: none"> • Understand who our customers are and review what customer satisfaction means to them. • Deal with customer complaints in a timely manner and publicise where something changes in response to complaints • Ensure staff take more ownership and deal with issues raised by customers • Make it easier for customers to get through to the right person first time • Inform customers about cuts to services and how these affect them • Take a streamlined approach to assessments to avoid multiple assessments • Inform customers what the deadlines for delivery are and ensure we deliver to these • Ensure reception desks in all Council buildings always have someone there to assist customers • Promote call backs to customers and always call back when we said we would • Review our customer service standards and refresh training in this area • Identify which services have low levels of customer satisfaction and target these for action <p>Staff briefing sessions In the staff briefing sessions you told us we should:</p> <ul style="list-style-type: none"> • Improve the Council web site and ensure it is up to date with information and forms • Increase the frequency of tenant's newsletters • Encourage internal customers to supply feedback on the service they have received from other internal colleagues 	<ul style="list-style-type: none"> • A report will be sent to SLT for their consideration on the way forward in this area. The report will recommend the formation of a cross directorate project/working group to investigate the areas of concern and look at what improvements can be made to address the issues raised (if appropriate). 	3	<ul style="list-style-type: none"> • A cross directorate project group has been set up to address responses to customers. This work will include ensuring responses are timely (within 10 ten days), they address the issue raised by the customer, people are treated with respect and the response is accurate both in terms of spelling and grammar.

Customer service contd.

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<ul style="list-style-type: none">• To ensure people are reachable if they are working from home• A review of the Freedom of Information system to ensure requests are passed to the relevant person immediately• To see the full Riverside address on all communications with external people• Better phones for those on the front line to improve service delivery			