

Corporate Wide Action Plan - Staff Survey 2016 (V5 14/12/16)							
Background	Solution	Actions	Progress	RAG	Who/Lead	Time	Outcome / Measurement
IT, Induction, Change, Motivation, Communication, Engagement - 6 Priorities	Address 6 corporate wide action priorities across the organisation	All directorate action plans incorporate 6 priorities	Request made at People Board for all plans to hold 6 priorities and shared in Objective	A	All	Nov-16	Pulse Survey should incorporate specific low scoring questions across all priorities
<b>Induction</b>							
Background	Solution	Actions	Progress		Who/Lead	Time	Outcome / Measurement
14% decrease from 2014 tells us staff are not as satisfied with their Induction.  4 Specific Questions  My manager ensured I was inducted into my new role  I am satisfied with the corporate induction I received  So far, the council has lived up to the expectations at recruitment  My induction gave me the information and tools I needed to start my role effectively	Understand and improve Corporate Induction and local inductions	Hold IT focus group to understand induction experience and identify improvements	Held November 16 - improvements in local inductions highest priority	G	P&OD	Nov-16	Improvements required identified and proposal of new induction offer to People Board in January 17
		Review and support local inductions within directorates	All directorates asked to review local induction via CWG and via People Board	G	All	Dec-16	
		Update and improve induction checklist	Improved checklist trialled by new starters, CWG asked to contribute via DWG	A	P&OD	Jan-17	
		Review Corporate Induction offer	Monitoring of corporate offer continuous. Focus group identified areas that are suitable for a collective "Welcome to Thurrock" for all staff irrespective of date of attendance and will also cover agency / short term / contract staff	A	P&OD	Jan-17	
		Consider pre-boarding options for induction of new staff	Ongoing and considering options for pre-boarding	A	Recruitment/ P&OD	Jan-17	
		Investigate re-induction options	Options considered - "Welcome to Thurrock" with a refresh every 2 years - potentially as an online offer	A	P&OD	Jan-17	
		Update resources on In-Form	In progress following refresh of checklist, managers handbook and focus group feedback	A	P&OD	Jan-17	
		Short-cut key from desktop to induction area on In-Form	Request to be made following completion of resources on In-Form	A	P&OD	Jan-17	
		Additional training element within recruitment and selection training to incorporate inductions	Pilot session of recruitment and selection training held 7 December 16. Induction element proved very useful and task of considering local inductions within areas given to all delegates attending	G	P&OD	Jan-17	
		Additional mandatory programme to cover IT systems (Objective, Oracle, VDI, MSS)	Within proposal of changes to be submitted and agreed at People Board - new videos and e-learning to be created	A	P&OD / IT	Jan-17	
Evaluation of induction experience at local and corporate level to continue with checklist accompanying probation paperwork	To be requested when final proposal of changes submitted and agreed at People Board	A	P&OD	Jan-17			
Background	Solution	Actions	Progress	RAG	Who/Lead	Time	Outcome / Measurement
<b>Employee Engagement</b>							
Three fifths of the Thurrock Workforce are defined as engaged 60%  6% are actively disengaged  34% are partially engaged	Understand the links to engagement using reportal and additional analysis highlighting areas most disengaged	BMG to provide detailed analysis of engagement scores by lowest drivers	Completed and received	G	BMG	Oct-16	Understand factors of engagement
		Consider the lowest scoring engagement scores and present analysis to managers and team leaders with recommended actions	Additional analysis complete. Presentation of findings to managers in December 2016	A	P&OD	Dec-16	Managers receive analysis and actions
		Extend targeted off site programme of engagement which is showing signs of success (E&P)	Engagement programme embedded in work for P&OD. Increase in engagement of 70% seen for staff award nominations	G	P&OD	Nov-16	Increased engagement in staff via activities and planned 2017 pulse survey
		Support continued engagement via CWG and DWG	Action plan shared with all CWG, Updates given at CWG 30/11/16	G	AS	Nov-16	Action plans presented at CWG
		Support DWG in all areas to set up and operate effectively	Offer given to attend, support and advice on DWGs October and Nov 16	G	AS	Oct-16	All DWG active, effective and feeding back to CWG
		Create and implement a plan of communication and engagement for survey messages, updates and information	Communication and engagement plan complete. Updates given via Insight, In-Form and CWG	G	AS	Oct-16	Communication and engagement plan created and messages understood by staff

Background	Solution	Actions - Communications	Progress	RAG	Who/Lead	Time	Outcome / Measurement
<b>IT</b>							
<p>IT scored significantly lower than the BMG benchmark of 54%.</p> <p>2 separate area of Communications and Skills were identified as not meeting employee expectations.</p>	<p><b>Communications</b> - understand and implement changes around informing and feeding back re improvements and IT across organisation</p>	Workshops around Digital Strategy to include what the vision is	Leadership Group session booked for Jan 26th- to be facilitated by SOCITM. Digital Board members taking strategy to individual DMTs and CWG.	A			
		Supporting communications plan for the digital strategy including offsite engagement	Being developed alongside workshop. MJ/CS have met with Karen Wheeler. Agreed to set up forum on In-form where staff can feedback	A	MJ, CS, GS	Mar-17	Workshops take place and attended - aim for approval at March Cabinet
		Launch digital newsletter so changes and improvements can be regularly updated and to include hints and tips on 3 corporate systems - to be posted in In-Form	Planned to launch following focus group feedback	R	MJ, CS, GS	Feb-17	Digital newsletter being produced
		Library of tips/shortcuts and guides on In-Form via shortcut on desktop	Discussions underway with Steve Rigden to ascertain best repository for knowledgebase. Will be incorporated with refreshed IT intranet site (final part of ICT relaunch)	A	IT / POD	Mar-17	Library available and being used
		Phone book to be improved via integration with Oracle HR data	Currently implementing full integration with Skype which will allow "click to dial" capability. Awaiting data cleansing of hierarchies in Oracle (due by Feb 2017) before integrating them with Global Address List.	R	IT/Transformation	Apr-17	Feedback via staff engagement
		Implement automated process of updating at point of recruitment and leaving the organisation	To be progressed via Oracle improvement group and IT	R	Transformation	Mar-17	Feedback via staff engagement
		Focus group to understand key improvements and IT concerns	Four targeted workshops taken place with "remote staff" identifying basic IT skills are weak in some areas. IT focus group December 16 will direct other areas of improvement including where most support/training is required.	G	P&OD	Sep-16	Workshops take place and attended
		Investigate automated process of amendments to correct existing data post and ongoing restructures entered at Oracle mydetails level	To be progressed via Oracle improvement group and IT. HR process improvements and lower priority data cleansing currently on hold. Specific processes for maintaining posts, positions and hierarchies will be in place by March 2017	R	Transformation	TBA	Improvements made
<b>Background</b>							
Background	Solution	Actions - Skills	Progress	RAG	Who/Lead	Time	Outcome / Measurement
<p>IT scored significantly lower than the BMG benchmark of 54%.</p> <p>2 separate area of Communications and Skills were identified as not meeting employee expectations.</p>	<p><b>Skills</b> - understand and improve IT training via IT Framework</p>	Introduce IT health checks at point of recruitment to inform IT skills in the organisation, support required and training	New Applicant Tracking System (ATS) due for go live February 2017 and has a library of tests / skills assessment that can be used at any part of the recruitment or on boarding stage	A	Improvement Team	Feb-17	System in place
		Ongoing intelligence to be fed back via IT Service Desk to link with P&OD to support corporate training offer, monitor changes and track improvements	Service Desk linked with P&OD and areas of improvement are understood and are informing training and library of tips/shortcuts	A	IT / POD	Ongoing	Ongoing feedback and driving content, FAQ list sent to POD Dec 16 for review, IT to create Help sheets
		Programme of basic IT skills to improve IT literacy across the council and support self-service and e-learning engagement	Basic IT skills programme being delivered in collaboration with free online learning resources feature on Thurrock Learning Zone. Drop in sessions being held from January 17 to support users in accessing and using online resources	A	P&OD	4th quarter 16/17	Programme in place and drop in sessions taken place and attended; review into levels of training offered and matching this to the assessments from recruitment
		Skills programme for corporate system users	E-Learning resources already available for ESS and 1-1 session available via systems team i.e. Oracle and P&OD. Training needs analysis underway linking with areas across the organisation around ensuring access to systems training is available.	A	P&OD	4th quarter 16/17	Feedback from staff requiring support
		Enhanced skills offer targeted at specific teams using systems	P&OD linking with departments to support systems within teams via DMT and ad-hoc requests	G	P&OD	4th quarter 16/17	Feedback from staff requiring support

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<b>CHANGE</b>							
Across the council, change is one of the lowest scoring areas but also subjective to what changes are happening and the impact on self and immediate team.	Understand and implement resources to support change across the organisation	Service Reviews to include an engagement and communications via teams, CWG and DWG	Engagement and communication plan in progress, draft copy done. Plans for engagement and communication will cover the individual service under review and corporate awareness and updates.	A	SH / GS	Jan-17	Completing plan
		Information sharing via hierarchical channels from top to team level as standard	As part of engagement and communication plan	A	LG	Ongoing	Increased awareness of information
		Support to all DWG via OD to communicate change and monitor teams going through change	Support and attendance at DWG by OD officer to support communications and monitor impact	A	P&OD	Ongoing	Attendance and feedback received
		Staff Matters programme refreshed and provided as a toolkit of resources for managers to support staff through change	DQ working with SH to create programme to be triggered in line with service reviews	A	P&OD	Jan-17	Programme complete, visible and being used
		Monitor and evaluate through engagement of staff across the organisation to measure impact of change and change management	Evaluation to be carried out post service reviews for teams. Ongoing engagement with CWG, DWG to monitor impact.	A	P&OD	Ongoing	Evaluation carried out and shared with stakeholders
		Managers support and briefing packs made available to ensure that all managers are skilled in supporting staff through change	Resources being gathered and information will be available digitally for managers to use.	A	P&OD	Jan-17	Resources complete, visible and being used
<b>COMMUNICATIONS</b>							
Communications generally seen as good but notably across directorates this varies among departments. Cross - department communications score low	Improve communications via a "All Channels Open" culture	Directorate newsletters in central area of Objective	Complete and invitation made to all directorate to create and store newsletters within the area	G	P&OD	Sep-16	Newsletters in new area
		Residents Letter (to support 80% resident/staff) with encouragement for staff to sign up	Residents letter complete and being pushed out to all staff to encourage sign up	G	Communications Team	Nov-16	Increased numbers of sign up from staff
		Pulse Survey to measure messages and improvements resulting from Staff Survey	Planning for Pulse survey as part of project plan with update and actions going to CWG and People Board in Jan 17	A	JC	Jan-17	Survey planned and agreed
		Leadership Group directive around sharing information down to teams	Directive to LG understood	A	LG	Dec-16	Increased awareness of information
		Updates to improvements and actions via In-Form, CWG, DWG and other digital methods	Updates are going to CWG, DWGs and a feature of all digital mediums.	G	AS	Ongoing	Updates received
		Thurrock Manager publication to include update on Service Boards, press office and identified HR areas to inform of wider information to be disseminated to staff	Thurrock Manager refreshed and new content agreed. Next issue for Jan 17 will hold updates from action plans	G	Communications Team	Nov-16	Change of format and content
		Communication and Poster Campaign "You Said, We Did"	Communication plan and poster for first quarter agreed. Induction led poster for December 16	A	AS	Oct-16	New posters and plan received
		Standing item on People Board for all plans for governance and sharing information.	Updates going to People Board monthly	G	AS	Ongoing	Updates received
<b>MOTIVATION</b>							
A decrease since 2014 and below benchmark. Motivational factors linked to communications and engagement.	Understand and increase motivation. Support via draft People Strategy outlining model of the Thurrock Manager	Improve motivation skills in managers	Managers training introduced bite size sessions including <u>Managing in a Coaching Culture</u> .	G	P&OD	Nov-16	Improved motivation, increase manager skills. Measure via Pulse Survey and Full Survey 2018
		CWG and DWG to challenge and investigate motivational factors in their areas.	CWG and DWG have been asked to consider motivation within teams and feed back	G	P&OD	Nov-16	
		Review skills set of P&OD to target team to Change Agents to support change across the organisation	P&OD working onwards completing skills audit in line with becoming change agents and also up skilling to provide AIG around mentoring, coaching for managers	A	P&OD	Feb-17	
		Guidance on motivating teams to be directed via OD	Additional analysis in progress to identify those teams needing targeted support following completion and receiving feedback from staff groups	A	P&OD	Jan-17	