



Corporate Staff Survey Action Plan 2008/9

1. Staff did not feel confident about their career opportunities in Brent Council

1.1 Issue	Possible Impacts	Actions	Owners	Timescale
Staff do not feel confident about their career opportunities in Brent Council	<ul style="list-style-type: none"> • Staff feel under valued • Staff do not fulfil their potential • Less productive and motivated staff • Staff are not clear about the opportunities available to them • Do not grow our own talent • Skills shortages • Staff leave 	All staff will have their career aspirations and development needs highlighted during their appraisal with actions and timescales agreed	All line managers and staff	July 2009
		All career development opportunities will be clearly published across the council	Managers, the People Centre and Communications	June 2009
		The introduction of career pathways to support staff in identifying and developing the appropriate skills to follow specific careers in the council	HR	April 2010
		The development of a talent management scheme to identify and develop staff potential	HR	December 2009
		Review and make recommendations about the funding arrangements of professional development and relevant qualifications	HR	July 2009
		Begin to review job roles to make it easier for staff to work in different areas and improve career prospects	HR	Proposals by April 2010

2. Performance

Issue	Possible Impacts	Actions	Owners	Timescale
<p>Staff are not certain that their performance had improved as a result of the skills they had developed over the past year</p>	<ul style="list-style-type: none"> • Staff are not receiving appropriate training to improve service delivery • Performance does not improve • Inefficient use of resources • Low morale • Increased staff turn over • Skills gaps 	<p>All members of staff will have an appraisal with clear development objectives linked to unit objectives</p>	<p>All managers, HR and PRU</p>	<p>July 2009</p>
		<p>More in-depth evaluation following learning events to ensure that learning provided is transferred to the workplace</p>	<p>HR and line managers</p>	<p>October 2009</p>
		<p>All managers will be required to meet with their staff to help them make sure their learning is put into practice in the work place</p>	<p>All managers</p>	<p>May 2009</p>
		<p>Staff and managers to be asked what is needed to improve performance and service delivery before designing training</p>	<p>L and D and Managers</p>	<p>May 2009</p>

3. Working Relationships

Issue	Possible Impacts	Actions	Owners	Timescale
<p>Staff do not feel that there were good working relationships and support between departments</p>	<ul style="list-style-type: none"> • Duplication of effort • Best practice not shared across the council • Adverse impact on service delivery • Dissatisfied customers • Efficiencies not maximised • Low staff morale and dissatisfaction 	<p>The development of core shared values that support and encourage cross-departmental working</p>	<p>Chief Executive, Communications and HR</p>	<p>August 2009</p>
		<p>Review how, when and why we communicate to improve communications across the council</p>	<p>Communications</p>	<p>October 2009</p>
		<p>The review of working groups and current meeting structure</p>	<p>PRU</p>	<p>September 2009</p>
		<p>Reduce number of contact points to access information and services</p>	<p>Communications, People Centre and Customer Services</p>	<p>HR SPOC – June 2009 Proposals re customers service contact points by September 2009</p>
		<p>Review of the Improving Brent seminars to encourage more inter-departmental networking</p>	<p>Communications and Diversity</p>	<p>August 2009</p>

4. Visibility of senior managers (AD and above)

2.3 Issue	Possible Impacts	Actions	Owners	Timescale
<p>Staff feel that senior managers (AD and above) are not sufficiently visible</p>	<ul style="list-style-type: none"> • Limited commitment from staff • Change is ineffective and slow • Low morale • Staff feel senior managers are detached from front line delivery and are not aware of real issues • Lack of engagement with staff and limited two way communication • Staff don't feel valued • Lack of clear direction • Key messages do not get through to staff 	<p>The chief executive will host a lunch with staff once a quarter</p> <p>All ADs and above will spend some time each month with staff from within their unit/department to get to know their staff and their jobs</p> <p>Review the means by which staff's ideas are captured and increase the sharing of good practice across the organisation</p> <p>Each CMT member will attend a staff meeting each of the different service areas</p> <p>The chief executive will introduce a blog</p>	<p>Chief Executive</p> <p>All CMT and ADs</p> <p>Director of Communications and PRU</p> <p>CMT</p> <p>Chief Executive and Communications</p>	<p>May 2009</p> <p>May 2009</p> <p>July 2009</p> <p>June onwards</p> <p>June 2009</p>

5. Action taken on the staff survey

6.1 Issue	Possible Impacts	Actions	Owners	Timescale
<p>Staff believe that action will be taken on the problems identified in the staff survey</p>	<ul style="list-style-type: none"> • Lower completion rate next year • Lower morale • Staff feel views are not listened to • Staff feel under valued • Lack of service improvement 	<p>Publish the results of the 2008 staff survey across the council via the Intranet, Insight, Team Briefing etc including actions taken since the last survey</p>	<p>HR, Communications & Consultation</p>	<p>April 2009</p>
		<p>Communicate the 2008/9 staff survey corporate action plan pledge to all staff following the Improving Brent seminar</p>	<p>HR, Communications & Consultation</p>	<p>May 2009</p>
		<p>Feedback quarterly to staff progress against the staff survey action pledge via Brent Brief, Insight and intranet</p>	<p>HR and Communications</p>	<p>July and October 2009</p>
		<p>Each CMT member to add 2 or 3 actions to plan to address local issues</p>	<p>CMT</p>	<p>May 2009</p>
		<p>All departments will consult with staff to encourage two way communication and feedback via Team Briefings</p>	<p>CMT</p>	<p>May 2009</p>