

Appendix 3 – Organisational Culture and 2019 Employee Survey Action Plan

Quick Fix – Implementation before 31 August 2019				
No	Issue to support	Agreed action	Responsibility / Due Date	Status as at 18 June 2019
1	Involvement in change	Make clear the difference employees' views have made, via these surveys.	Head of Customer Support Services 30 April 2019	On-going. Initial feedback was given to staff in April and May.
2	Corporate values in action	Appoint a member of the Communications team to the Culture Steering Group.	Communications Manager 30 April 2019	Complete. Senior Communications Officer appointed to group.
3	Valuing employees	Increase visible appreciation of staff – employees recognised monthly by the Strategic Management Team (SMT)	SMT From May 2019	First published in Cascade May 2019.
4	Involvement in change	Publicise Organisational Culture report to all staff.	Communications Manager 11 June 2019	Complete. Issued to employees on 11 June 2019.
5	Management / employee links	Provide updates on the work of the SMT	SMT From June 2019	On track
6	Values in action	Create a communication plan to continue the roll out of the new corporate values and raise staff awareness of them	Comms rep on CSG / Director of Development and Infrastructure 31 July 2019	Initial communication of values undertaken.
7	Working conditions	Promote key HR policies (i.e. flexible, homeworking and agile working).	Head of Customer Support Services 31 July 2019	Planned as part of the employment deal survey – June 2019.
8	Involvement in change	Consider work/life preferences of modern-day workforce		Employees' views to be sought via the employment deal survey – June 2019
9	Management employee links	Introduce a rolling programme of SMT blogs.	SMT 30 August 2019	Chief Executive blog is on-going. On track for additional bloggers.
10	Communication	Increase promotion of career development opportunities in the council. .	Communications Manager 30 August 2019	Complete: Modern Apprentices' Communication Group delivered a positive awareness-raising Facebook campaign. A-Z of council services promotion planned

				for summer 2019.
11	Valuing employees	Promote tips for identifying stress and action to take	Communications Manager 30 August 2019	
Medium Term – Implementation before 31 December 2019				
No	Issue to support	Agreed action	Responsibility / Due Date	Status as at 18 June 2019
12	Involvement in change / Valuing employees	Align the work of the Culture Steering Group with appropriate corporate work programmes and in support of developing a culture of praise as well as of improvement.	Executive Director Development & Infrastructure 30 October 2019	
13	Communication	Introduce a category for communication-based excellence award, with easy-to nominate application form.	Communications Manager 30 October 2019	
14	Communication	Introduce standards to develop employee communication as a priority and practice: these to include requirement to give 'You said/we did' feedback to surveys	Communications Manager 30 October 2019	
15	Communication	Create a standard service newsletter template for services to use to highlight their successes and challenges.	Communications Manager 29 November 2019	
16	Communication	Review current guidance and training on roles and responsibility of members and officers to determine if still fit for purpose.	Executive Director Customer Services 29 November 2019	
17	Management / employee links	Heads of Service to review adequacy of scheduling of third tier manager team meetings within their service and attend on a cyclical basis.	Chief Officer Group 29 November 2019	
18	Involvement in change	Review and revamp the employee suggestion scheme	Executive Director of Development and Infrastructure 31 December 2019	
19	Working conditions	Consider removal of core hour requirement for posts with no practical need for them to be resourced during core hours.	Executive Director Development & Infrastructure	

			31 December 2019	
Longer Term – Implementation before 31 March 2020				
No	Issue to support	Agreed Action	Responsibility / Due Date	Status as at June 2019
20	Valuing employees	Consider more innovative ways to reward staff for excellent performance	Head of Customer Support Services 31 January 2020	
21	Valuing employees	Finalise new PRD format	Head of Customer Support Services 31 January 2020	
22	Involvement in change	Use new approach of online exit questionnaires to help identify root causes for departures and assess the potential additional benefit of exit interviews.	Head of Customer Support Services 31 March 2020	
23	Working conditions	Revisit proposal for mentoring support for employees.	Head of Customer Support Services 31 March 2020	
24	Communication	Encourage use of Casebook for all elected member queries rather than just constituent queries meaning all queries are tracked against established response times.	Executive Director Customer Services 31 March 2020	
25	Management	COSO session on management in challenging times	Head of Customer Support Services 31 March 2020	