2023 STAFF SURVEY ACTION PLAN

Actions in response to 2023 Staff Survey results

This year's staff survey results have been shared with staff through the All Staff video conference in April. Individual directorate presentations took place during June to encourage greater employee engagement with findings and giving colleagues the opportunity to ask questions and give comments.

We discussed initial ideas for the action plan at People Group and in follow up conversations with People, OD, Learning & Development and ED&I colleagues. The plan has been shared with Staff Voices, Joint Negotiating Committee and People Group and it has been signed off by the Executive Committee.

The following areas have been identified as priorities for us to focus on during the 2023-24 year. Some actions span beyond the current year as they will take longer to develop and embed. Proposed actions are grouped into the following themes:

1. **Valuing people and celebrating the good things**
2. **Looking to do things better and improve**
   a. **Change management**
   b. **Senior leaders and earning trust**
   c. **Transparency**

The action plan is set out on the following pages. The plan includes links to our organisational strategy in terms of including people and some EDI focused actions.

Theme 1: valuing people and celebrating good news

Celebrating	Who	Actions	November 2023 update
Find ways to celebrate and share good news (staff stories including those that link to business achievements)	Karen Williams	Work to be undertaken by Improve Pillar / Resources Delivery Group Commit to communicating good news stories every quarter (in progress)	Improve stories have been shared with Executive Committee and the Board as part of portfolio reporting. In addition a significant portion of the Resources directorate in person day was allocated to celebrating individual success stories. KW is meeting with a Communications representative to discuss how else we can share Improve stories to the wider organisation.
Wellbeing offer	**Who**	**Actions**	**November 2023 update**
Benefits and wellbeing initiatives	HR Team in conjunction with Staff Voices	Publicise what we have • Continue to communicate about available benefits to ensure regular information is shared with everyone, for example, through HRA News items, All Staff VC slots, blogs, testimonies from staff who have used benefits and initiatives	Ongoing Regular HRA News items to highlight available staff benefits and wellbeing initiatives. Items promoted include Cycle to Work scheme, Employee Assistance Programme, financial wellbeing, Blue Light Card information and NHS pensions guidance.

	HR Team in conjunction with Staff Voices	Pulse survey temperature check on people's wellbeing	Discuss with Staff Voices and People Group in November to determine if a pulse survey at this time is of benefit.
		Bring in new initiatives – commit to benefits research, proposing new initiatives to be added to the benefits portfolio, also give feedback on options proposed but not progressed.	Complete - launch of My Lifestyle online port in July 2023, offering staff discounts and benefits. Complete - Second window to buy and sell annual leave was piloted successfully August/September 2023. 13 staff took advantage of this new window. Sickness absence management training to give consistency and fairness in supportively managing staff who are absent due to illness – training developed November and being rolled out December 2023. Work on our Wellbeing SharePoint site, bringing together all of our wellbeing information into a single point of access, is underway and aiming for a December 2023 go live date (influenced by comms/IT capacity to support). Online Ways of Working project – a Staff Voices led initiative due to go live March/April 2024 with new LMS.

Career Development	Who	Actions	November 2023 update
Supporting staff career development; management and leadership	Claire Pettitt	L&D team restructured to better support staff learning	Complete - New Leadership and Management Learning Delivery Manager joined October 2023, working to deliver leadership and management learning as well as incentivise and refresh staff who are content in their role.
	Claire Pettitt	Drop in sessions for people to discuss their L&D needs	Planned for Q1 24/25 after LMS implementation.
	Claire Pettitt and Lou Silver	Development opportunities – improving the secondment experience (aiming for it to be fair and inclusive throughout the secondment lifecycle) and widening opportunities across ALB community	Planned for Feb / March 2024. CP to feedback to future Staff Voices and Joint Negotiating Committee meetings re: Talent Management Workforce Group.
	L&D team	Improving the induction experience– e-learning book project,	Draft content is currently being shared in some meetings and positively received; delivery date end March together with new LMS.

Draft will be finished beginning December and reviewed by Comms before going out to pilot end Dec. Launch is planned for end March to coincide with launch of new LMS and Staff Voices online Ways of Working digital booklet. |
| | HR Team | Improving Probation – revising policy, looking to support managers through new starters' first months | Work planned for Q4 2023-24 |

		in post, guidance and support for managers to ensure a consistent and relevant process.	
	Claire Pettitt / L&D team	Evaluate pilot modules of the Essential Managers programme to inform delivery of the full programme during this year and next year * Delivery of Management Foundations programme * Delivery of Stepping into Leadership programme * Development of competency values and behaviour frameworks to support 360 feedback and annual appraisal review * (* People strategy year 2 areas of focus and activity)	Work is planned across the whole 2023/24 year.
ED&I	**Who**	**Actions**	**November 2023 update**
Responding to what staff with different characteristics have told us about their experiences	Lou Silver	Participate in 6-month pilot scheme focussing on reproductive health in the workplace	Launch of accreditation scheme at October all staff VC; programme runs from November.
		Reasonable adjustments procurement process and guidance to be updated (Sept 2023)	Complete
		Additional learning on reasonable adjustments to be provided (Dec 2023)	Aim to complete December / January - Likely to be a slot at an all staff VC, as the written guidance is very comprehensive)

		Ethnicity findings to be shared with Race Equity Group for consideration (group to be convened in October 2023)	An initial planning meeting has taken place. A decision has been made to deliver the project slightly differently and over a longer period of time, to ensure maximum engagement and rich outcomes. Ethnicity findings from the staff survey will form part of the project brief, which will be drafted by the beginning of December 2023.
		Procure an expert speaker on religious inclusion in the workplace (Nov 2023)	Complete – event on 16 November
		Launch Respect video (July 2023) and promote throughout the year.	Complete – promotion through HRA news; All staff VC; Management Matters, Staff Voices Meeting
		Promote 'Reaching Out' guidance (ongoing from July 2023)	Complete – promotion through all staff VC
Workload	**Who**	**Actions**	**November 2023 update**
Workload concerns are highlighted each year in our staff survey	Staff Voices and Joint Negotiating Committee	Continue with staff wellbeing checks led by Staff Voices reps at bi-monthly meetings and JNC quarterly meetings (ongoing)	Standing agenda item for reps to provide wellbeing temperature check at HRA.
	Karen Williams / Executive committee	Executive committee will consider workload when they perform their initial business planning prioritisation activity – September 2023. The output	Phase 1 prioritisation process complete. Phase 2 planned for Q4

		of this activity will be used by the Corporate Portfolio Office to lead business planning for 2024/25.	
	Directors	Directors to report back to People Group quarterly coupled with regular monitoring of sickness reasons and reasons for staff leaving.	Ongoing - Quarterly people data at People Group.
	Matt Westmore/ Executive Committee	Increased capacity to deliver the research systems programme with additional programme manager and business change roles and the contract signing and on-boarding of the delivery partner.	Contract signed and recruitment in progress for senior roles
	Michele Ekins	Strategic workforce planning with intention to map out capacity and capability requirements – baseline plan due 30 Sept	Complete - Strategic insights report and recommendations delivered September 2023
	Claire Pettitt	Consider sourcing /creating additional learning materials on resilience at work and how this supports people's wellbeing – existing work includes online ways of working plan plus time management e-learning. Could be a role for Staff Voices here in terms of reviewing materials.	Being covered in the SV Ways of Working e-booklet. A resilience stress and burnout model has been created by CP and the team are putting it into a digital workbook – delivery date March 2024 tbc.

Theme 2: Looking to do things better and improve

Improving change management	Who	Action	November 2023 update
	HR Team	Refresh the organisational change policy to include new section on communications requirements and reviewing responsibilities of each group/role in change management by end September 2023	Complete – policy refreshed and on People Group's November meeting agenda. To be shared with JNC also.
	Staff Voices and Joint Negotiating Committee representatives	Scope to involve Staff Voices in producing guidance about staff responsibilities and expectations when people are affected by change (both smaller and larger changes). Is this something Staff Voices would be interested in doing? Things for change leads to consider (how change affects individuals in different ways, how they would want to be supported and involved, variety of responses, what staff expect and how they would like to be communicated/involved, include links to guidance about the softer aspects of change management) Things for staff impacted to consider, what are staff responsibilities in change management? Eg, understanding business needs, proposals not changing does not mean feedback not heard; the psychology of the impact of change.	Discussed at September Staff Voices meeting; Staff Voices are interested – activity to be scoped January 2024 tbc.
	L&D Team	Develop guidance and advice for change leads on managing and supporting effective change decisions (focus on communications, trust,	Change module has been written for inclusion in the March/April 24 modules of essential manager training.

		setting expectations and supporting colleagues). Link guidance produced about staff expectations and responsibilities in above item. Both sets of guidance can support our org change policy.	
	Matt Westmore/ Executive Committee	Recruit senior business change specialist to bring in additional expertise around business change and enable us to improve how change is delivered.	Complete - interviews held w/b 6 November
Trust in and visibility of senior leaders	**Who**	**Actions**	**November 2023 update**
Earning Trust	Katherine Guerin	Embed the executive development learning to enhance clarity, communication and visibility of senior leadership alignment around key decisions.	Complete - New practices embedded into executive committee meetings. Embedded in structure and facilitation of executive committee prioritisation sessions during Sept. Collective responsibility for exec committee to continue to use learning and adapt behaviours accordingly.
	Katherine Guerin, L&D team, Lou Silver, Staff Voices, EDI Steering Group,	Work with Staff Voices, EDI Steering Group and SMG to gain insight into staff's expectation of senior leaders to feed into the work of the L&D team in taking forward the development of the leadership behaviours framework (year 2 of	Work to commence in Q4 2023/24.

	Joint Negotiating Committee	the People strategy) and then work with these groups to embed at all levels across the organisation. Build on the respect work and extend understanding and awareness.	
	HR Team	Embed the communications and responsibilities of each group/role from the refreshed organisational change policy.	Ongoing – change leads to use refreshed policy for future changes.
	L&D team	Training for managers about the OD and cultural aspects of managing change – practical models, human side of the process, considering hearts and mind aspects of change (offer to Senior Management Group members)	CP will be delivering a change module to essential managers in March/April 24 which looks at human factors of change.
	Staff Voices	Involvement of Staff Voices representatives in senior level recruitment	Ongoing – included in recruitment processes for CDTO and CBTO
Transparency	**Who**	**Actions**	**November 2023 update**
	Executive Committee / Communications	De-mystify our decision making groups and processes through a series of slots in all staff VCs with senior leaders to explain how decisions are made to approve or say no to requests.	Comms and Executive Committee joint project; date tbc. Intelligent client function blog published to explain decision making process.
		Increase visibility of governance and decision-making as routine part of the communication of items that then get communicated through all	Matt Westmore has invited staff to observe governance groups at Staff Voices. More communications planned.

		staff VC and HRA News, sharing more of the 'why' in context and governance route. Look to introduce opportunities for staff to observe governance and decision making meetings (ongoing)	
	HR Team to coordinate / Staff Voices	Communicating progress made with the staff survey action plan to all staff – as well as progress updates to Staff Voices, Joint Negotiating Committee and People Group. **Staff Voices reps are invited to:** - Circulate progress updates provided across their locations - Blog about some of the actions being taken so staff hear about what is being done in the staff voice rather than managers 'telling' people – consider collaborative blogs with the manager responsible for an action to give a balanced story	Communicating progress is an agenda item on the Staff Voices November meeting.

Version history:
2023 Staff Survey action plan v1.0
30 August 2023
Updated v1.1
4 October 2023 (incorporating comments from Staff Voices and Joint Negotiating Committee)
Updated v1.2
8 November 2023 (progress updates included showing completed actions and actions in progress)