

## Employee Engagement Improvement Action Plan 2014 - Quart 4 Update - Appendix 1

Theme 1 - Vision, Mission and Corporate Direction (Action Owner - Rachel Gillis)	
Ambition - to create a shared sense of purpose to act as a true enabler of sustainable performance	
No.	Action
1.1	To ensure understanding, take the opportunity provided by the next round of service planning and the run up to a new corporate plan in April 2015 to talk to <b>all</b> staff about the vision for the national park, how the authority is responding through its Moving Forward in Time of Change Strategy
1.2	Enlist the help of staff with updating the operational plan for 2015 onwards. The Chief Executive, assisted by Assistant Director Policy & Partnerships and members of management team, to meet with and present the vision and strategy (and brand) and talk with staff about the detail of the operational plan from 2015 onwards during the first half of 2014
	<b>Quart 1 Update</b> <i>'Since committing to the plan we have organised a series of meetings with practically all teams (as part of their regular meetings). So far we have managed to meet practically all staff, the main exceptions are visitor centres and cycle hire where we will find another way to involve these staff as it hasn't been possible to meet them before the season started. It has been a very rewarding and stimulating series of meetings, with a high level of engagement and interest from staff. The sessions have yielded many suggestions for refinement to the mission statement, plus lots of practical ideas for taking it forward. A number of staff have kept the thinking going after the meeting and continued to feedback ideas to me and to Jim – which has been great. We have recorded all the comments and they have all now been transcribed; we will start to sort, review and respond to them shortly. This is likely to include a re-worked version of the mission but it will also be giving thought to other materials to help us deliver the mission as well as how it connects with our new corporate plan. The conversations we have had with lots of staff have been a brilliant way of starting off our refresh of our corporate plan, I know that Jim has found them very rewarding too. We will be able to give our next update to staff at the roadshows in June, although this probably won't be a launch of the actual mission. But we will be able to update on the next steps for the corporate plan refresh too. We had a few really good suggestions to hold a launch 'party', which is a great idea so we'll be giving more thought to how and when we could respond to this suggestion. Any thoughts and suggestions from Staff Committee would be welcome'. Rachel Gillis</i>
	<b>Quart 2 Update</b> <i>'Since concluding discussions with staff we have had a couple of processes to finally craft a mission statement for the organisation so that it reflects the big opportunity for the park and to carefully listen to what staff told us. We're also trying to reflect the thread of the mission throughout the new corporate strategy, which will shape our corporate business and service plans. We're giving thought to how we present and bring it to life and we will be able to share and discuss our mission statement with staff in November.'</i> Rachel Gillis <i>Staff roadshows: 6 November and 17 November 2014 programme includes Launch of Mission statement – Jim Dixon and Corporate strategy: asking for your views/participation - Rachel Gillis</i>
	<b>Quart 3 &amp; 4 update</b> <i>A mission statement has now been agreed as a result of the detailed staff engagement during 2014. This was first surfaced at the staff road shows, and has been incorporated into corporate business plan and service planning for 2015/16. A communications plan has been developed for the corporate strategy, business and financial planning processes and the first output of this were staff posters conveying the mission statement to staff. Rachel Gillis</i> <i>New CEO met majority of teams, including volunteer rangers and learning and development team casual workers. Two all staff e-mails sent (7 days and 7 weeks) and eZine article to communicate who I am, and what my focus will be in leading the organisation. Developed, with Leadership team, the plan and timetable for the strategic certainty work needed for 2016/17 and beyond. Agreed by Members and headline plan communicated to staff. Service planning outputs from teams lifted by the Management Team into the key priority areas of focus for 2015/16 to develop a collective leadership team responsibility. Sarah Fowler</i>
Theme 2 - Leadership Team Development (Action Owner - Jim Dixon)	
Ambition - develop a cohesive leadership team, who understand their role and purpose in leading the organisational culture in time of change	
No.	Action
2.1	Build cohesive leadership team, comfortable working together, in an asymmetric structure where each colleague has a vital role to play in leading the organisation
2.2	Lead the organisational culture and the 'way we do business', ie greater delegation and accountability, emerging commercialism, continuing excellence in partnership working.
2.3	Ensure the leadership team to have clarity of role and purpose (for themselves but also in communicating the way forward to their own teams lead on the whole by competent and engaged Team Managers) but also the behaviours required so that they can lead the change
	<b>Quart 1 Update</b> <i>Awaiting evaluation of current Leadership Development Programme with Bluegrain.</i>

	<p><b>Quart 2 Update</b> - The leadership team, which has been in place fully since September 2013, has completed 4 modules over the period October 2013 to September 2014.</p> <ul style="list-style-type: none"> <li>• Module 1: 15th October 2013 (CEO, Ds, ADs, SHs)</li> <li>• Module 2: 28th January 2014 (Ditto AM. PM: CEO, Ds &amp; ADs)</li> <li>• Module 3: 11th March 2014 (CEO, Ds &amp; ADs)</li> <li>• Module 4: 23rd September 2014 (CEO, Ds &amp; ADs)</li> </ul> <p>The modules are based upon three 'learning blocks':</p> <p>Collaborative Working covering</p> <ul style="list-style-type: none"> <li>• Working together as leaders across the Authority</li> <li>• Understanding each other's roles and how they each contribute to the leadership agenda.</li> </ul> <p>Personal Leadership covering</p> <ul style="list-style-type: none"> <li>• Exploring "You As A Leader" - personal leadership styles and preferences</li> <li>• Leadership beliefs and choices: creating a personal leadership agenda for 2013/14 and beyond</li> </ul> <p>Leading Change covering</p> <ul style="list-style-type: none"> <li>• Exploring the leadership behaviours required to engage others and lead change across the organisation</li> <li>• The role of leadership in building capability and challenging underperformance</li> </ul> <p>Over the period the leadership team has focused on:</p> <ul style="list-style-type: none"> <li>• working together better as a new team of leaders at the Authority</li> <li>• growing and developing personally in the above three 'learning blocks'</li> <li>• challenging our own thinking and developing new leadership behaviours and skills.</li> <li>• the tools and models to help us address emerging issues and strategic challenges, which the Authority needs to respond to during the course of the year 2013/14 and beyond</li> </ul> <p>The team will continue the leadership development work into the New Year – this was requested to support the team during the period whilst a new chief executive is appointed.</p>
	<p><b>Quart 3 &amp; 4</b> Held 2 x leadership Team development ½ days to build on the previous team development, and with the added dimension of a new CEO to help us as a team understand each other better, improve ways of working together and to agree our collective focus during the transitional year for 2015/16. Sarah Fowler</p>
<p><b>Theme 3 - Internal Communication Strategy (Action Owner - Ruth Marchington)</b> Ambition - to create open and authentic communications so that staff feel well informed about what's happening in the PDNPA</p>	
No.	Action
3.1	Outline senior management intent and commitment to communication (what, how, by when?)
3.2	Create a menu of communication methods/tools to be used to ensure key messages are delivered and understood by all staff, casual
3.3	Develop guidance on style and tone of 'all staff' emails
	<p><b>Quart 1 Update</b></p> <ol style="list-style-type: none"> <li>1. The current priority corporately is to communicate and engage staff on developing the mission for the new corporate plan – this will be followed by staff roadshows</li> <li>2. Newly established programmes and boards will be developing communication plans as a matter of course (integrated property board, enterprise + board and the business process review implementation programme)</li> <li>3. The Director of Corporate Resources has been researching different communication models externally and has spoken to staff committee about ideas</li> <li>4. UNISON has nominated Dianne Jackson for the Director of Corporate Resources to also discuss with – this has not yet been done</li> <li>5. Different ways of communicating and engaging with staff have been piloted over the last 6 months e.g. integrated support service project: workshop and newsletter; property review: face to face briefing</li> <li>6. In terms of the Director's current priorities this is a medium priority and Ruth hopes to return to focus more intensely on it in August.</li> </ol>
	<p><b>Quart 2 Update</b> " Ruth Marchington has met with Diane Jackson to discuss ideas as agreed with UNISON and Staff Committee. She has subsequently produced a draft discussion paper on tangible actions to put in place to improve performance using the competency levels as the framework for proposals. This recognises that we will achieve our ambition of 'creating open and authentic communications so that staff feel well informed about what's happening in the PDNPA' through having competent staff and managers. Everybody has a responsibility to communicate well and our competency framework outlines the expected levels of competency in communicating with others verbally and in writing depending on the nature of an employee's role. Once the draft paper has been agreed with the Head of HR, Head of Communication and Marketing and Head of Information Management it will be circulated to staff committee and UNISON and will be considered by SMT in September or October depending on the timing of the next SMT meeting. A more detailed action plan will be developed after the management team have confirmed their agreement to the proposed draft statement of commitment". RMM 15.08.14. The discussion paper was considered at the SMT meeting in September. The outcomes and priorities identified will inform forthcoming supervisor briefings over the winter months contributing to Theme 8 - Enhance Competence in People Management and Communications Skills.</p>

	<p><b>Quart 3 &amp; 4 Update</b> The management team has now agreed the priorities for improving internal communications as follows: 1. Communication of the corporate strategy, 2015/16 transition year business and performance plan and the financial planning work on what we will give strategic certainty to into the future. 2. How management team will collectively lead on communications -each of taking a lead on relevant areas to communicate across the Authority not just in our won teams - including change management initiatives. 3. Using a team cascade process to communicate key messages (this to include identifying a board(s) at AH to display posters etc rather than the scatter gun approach around the walls of the building and using the hub so it also provides a virtual notice board for access by all staff). 4. Skills training for all managers (including tools and reference to personal responsibility to communicate well as guided by the competency framework). Our current priority is to action 1 but we will be: - communicating to all staff the 4 priorities above by taking action in accordance with the communications plan for the financial challenge, corporate strategy and employee engagement. - arranging management skills training as part of the corporate training programme. The 2014 staff survey has highlighted an issue on communicating with our casual staff. The feedback may also apply to our volunteers. Ruth Marchington. Agreed a focused and phased approach to internal communication on mission and work developing the corporate strategy. Sarah Fowler</p>
<p><b>Theme 4 - Giving Employees Meaningful Voice (Action Owner - Theresa Reid)</b> Ambition - open channels to enable staff to 'have a say' about what is going on in the PDNPA</p>	
No.	Action
4.1	Develop a Memorandum of Understanding between CE and Staff Committee and UNISON relating their abstraction from duty to enable meaningful contribution towards development of policies and operational strategies, and provision of support to staff
4.2	Revisit and refresh the Terms of Reference of key engagement forums <b>(complete)</b> i) HR/UNISON/Staff Committee - informal; ii) Staff Committee/Management - formal monitoring ; iii) Local Joint Committee - scrutiny role
4.3	Staff Committee and UNISON ensure representation of all staff groups (employees, workers, volunteers) across all the services and depts of the PDNPA
4.4	Revisit schedule of consultation on RMT papers to ensure informed decision making <b>(complete)</b>
	<p><b>Quart 1 Update</b> Quarterly meetings between Chair of Staff Committee, UNISON representatives and Head of HR have been set up for informal discussions on concerns raised by staff and issues identified by management requiring action. A Trade Union Recognition Agreement has been drafted and circulated to UNISON for comment - this will help formalise and improve understanding of the role and responsibilities of UNISON representatives across the PDNPA. Once the Trade Union agreement is finalised, a memorandum of understanding will be drafted for non-union representation in the workplace (ie Staff Committee). It has been agreed at both the Staff Committee/Management meeting and Local Joint Committee to act in monitoring and scrutiny role respectively. Democratic Services have added an additional column to the RMT timetable giving the draft report deadline for consultation to ensure there is adequate time and opportunity for Staff Committee and UNISON to respond to reports submitted to RMT.</p>
	<p><b>Quart 2 Update</b> 4.1 A draft Recognition and Procedural Agreement was presented at the SMT in October. The document was to formalise the existing trade union recognition practice and to ensure procedural consistency for consultation and negotiation. The agreement was based on a template provided by UNISON and although SMT felt the style of language did not reflect the PDNPA culture of progressive joint working, the recognition is agreed in principle and the procedure accepted. Paper submitted to the LJC in November for adoption. 4.3 To ensure UNISON representatives are supported and assisted in their duties to communicate across all the services, the UNISON representatives have been provided with a mobile telephone, they are now able to send emails to all staff on behalf of UNISON, and they have been provided with a secure electronic folder accessible by the three UNISON representatives only. Staff Committee have not identified a new chair as a result of Belinda Wybrow stepping down in July. In this period there has been one Staff Committee/Management meeting (Oct 9) and two Staff Committee/UNISON/HR meetings (July 14 and October 13). The HR Service has purchased Survey Monkey to enable low cost employee feedback on specific issues as well as the biennial staff survey, and endeavour to move from transactional to transformational engagement. A Well Being at Work survey was held in August, and the Staff Survey will commence at the end of October.</p>
	<p><b>Quart 3 &amp; 4 Update</b> UNISON and Staff Committee were given the opportunity to meet with CEO candidates at the familiarisation day on 19 November 2014 for half an hour over tea/coffee. Providing candidates their views about our work place and the work of the staff associations. Also how the roles of UNISON reps and Staff Committee contribute to staff engagement and consultation. The biennial Staff Survey was held end of October/early November 2014. The response rate at 62% was the highest since 2008 which was 66%. A poster and intranet banner campaign using the slogan 'take a moment...' was run and every member of staff and casual worker received a kit-kat as an incentive. Although it was a positive response rate demonstrating a high level of engagement, the direction of travel on a number of areas was negative. In particular, 49% of staff strongly agree or agree they feel valued by the Authority, 3% drop on 2012 survey, and does not meet the performance indicator target Of 52%. Staff Committee posed a number of questions in the survey to elicit a better understanding from staff on the perceived role of staff committee and accessibility, to help with a constitutional review. Awaiting conclusions. The Trade Union Recognition and Procedural Agreement was approved by the Local Joint Committee on 9 January 2015 - now awaiting signatures. Theresa Reid CEO met staff committee and Unison to consider how we might refresh our approach to partnership working at the first joint management/union meeting in April and focus our work on a few strategic areas – staff engagement/survey and the developing plan to give strategic certainty to the Authority. Sarah Fowler</p>
<p><b>Theme 5 - Integration of JPAR into core processes (Advocate - Mary Bagley)</b></p>	

*Ambition - staff understand the benefits and see the outcomes from an effective JPAR process*

No.	Action
5.1	Revisit JPAR process to ensure fit for meaningful purpose incorporating Service Plans and Competency Framework
5.2	Develop 'how to' guidance on JPAR process ( <b>complete</b> )
5.3	Utilise JPAR process as audit opportunity on attendance, reasonable adjustments, flexible working arrangements, secondments, Annual Leave taken, DBS (CRB) checks ( <b>complete</b> )
5.4	Incorporate requirement of JPAR completion into internal vacancy and secondment recruitment, inclusion in selection for redundancy matrix, and vocational training applications.
5.5	Develop JPAR process as a means to undertake a training needs analysis and contributing to Corporate Training Plan
	<b>Quart 1 Update</b> After a brief review of the JPAR scheme, the Head of HR developed a 'how to' guidance which was circulated for consultation and published on the intranet - managers have been encouraged to focus on underpinning the JPAR process with the Job Profile, the Competency Profile and Service Plan to assess satisfactory performance. A JPAR working group will be formed to undertake a more comprehensive review of the existing JPAR process. The HSE management competences will be integrated into the existing competency framework and become part of management appraisal.
	<b>Quart 2 Update</b> 5.1 A JPAR focus group with staff from all directorates was held on 3 July to consider i) the key benefits of, or outcomes from an effective appraisal scheme. ii) How does our current JPAR scheme compare to your ideal above iii) How can we improve our existing scheme to make it more effective. Areas identified to focus on going forward include Line Management engagement and competence in process; better understanding of Competency Framework, Timing - when to hold the reviews, and to keep it simple. At 11 September 78% of staff had completed a JPAR. This quarter, the HR team have undertaken an audit of the Competency Framework to ensure every post has a competency profile. 5.4 A satisfactory JPAR was required to accompany every bid by staff for a Vocational Study Grant award. 5.5 The Learning & Development Officer is researching the ability of the new HR computer system to capture training requests to enable organisational training needs analysis.
	<b>Quart 3 &amp; 4 Update</b> The JPAR working group met on 18 December to identify key messages for supervisors to enhance the JPAR process. It had been recognised by the group the importance of briefing all supervisors to ensure a fair and consistent approach to the JPAR process. In January 2015, the Head of HR took some principles to SMT which were approved: 1. JPAR process is mandatory for all employed staff, 2. all JPAs are to be accounted for by 30 June 2015, 3. staff must have a current JPAR for future internal appointments and access to vocational training budget, 5. there will be one common objective, 6. it will move from an HR to an operational performance indicator, 7. quantity and quality of JPAs will be monitored by the SMT. The guidance document and forms were refreshed and checked for plain English. A poster and intranet banner campaign was run using the Ee engagement branding - 'you said, we did' ... and 'I love my job' strapline. Starting on 28 January and finishing on 16 March there have been 8 x 3 hour briefing session including one held at Edale, and a shorter lunchtime session which was open to all staff. All managers with responsibility for appraisals have received the same message. An all staff email went out summarising the key points and changes on 2 April. Theresa Reid. Management Team visible in their support for this by attendance at the JPAR briefing session. Sarah Fowler

**Theme 6 - Management of Unsatisfactory Performance (Advocate - John Scott)**

*Ambition - line managers are enabled to manage any perceived failures to meet acceptable performance in an objective and systematic way*

No.	Action
6.1	Refresh JPAR and with Competency Framework and highlight its purpose in management of unsatisfactory performance
6.2	Provide guidance and briefings on development and completion of Specific Improvement Plans
6.3	Develop unsatisfactory performance procedures to complement the Disciplinary Policy
	<b>Quart 1 Update</b> Work commencing later in the year
	<b>Quart 2 Update</b> - this theme was discussed at the recent Staff Committee/Management meeting and it was acknowledged that progress in a number of other themes must be completed before this theme can be progressed including JPAR, Wellbeing and Line Management Competence.

**Theme 7 - Line Management Competence in People and Communication Skills (Action Owners - Theresa Reid/John Stannard)**

*Ambition - Line managers are able to bring HR policies to life and are effective communicators*

No.	Action
7.1	In conjunction with Staff committee and UNISON, develop a schedule to systematically review all HR policies - key policies identified to start: Disciplinary (performance), Attendance Management, and Flexible Working.
7.2	Develop and deliver supervisor briefings following review of HR policy and procedures
7.3	As part of 3. Internal Communications Strategy, develop guidance and briefings to managers on the method of team briefings
7.4	Build upon the 'Communicating' competency, develop guidance and briefings to support managers on giving feedback and having
	<b>Quart 1 Update</b> Work commencing later in the year once development and review of identified policies complete

	<p><b>Quart 2 Update</b> - 7.1 As outlined in the HR Service Plan, policies identified to be reviewed are Attendance Management, Management of Change, Disciplinary, Appeals, CRB and Grievance policies as well as creation of Well Being at Work, Mediation, and MOD Reservist policies. 7.2 The Learning and Development Officer has developed a three phase model for delivery of competence based modules. HR policy and procedures identified for first phase include Well Being at Work, JPAR, and Attendance. 7.3 Internal Communications Strategy can be delivered in the same three phase model.</p>
	<p><b>Quart 3 &amp; 4 Update</b> - Phase 1 - provide input to supervisors on policy and procedure, Phase 2 - take feedback from supervisors on what they will need (by way of further input/training intervention) to be able to follow policy and procedures, Phase 3 - deliver what supervisors have identified as a need to help them complete procedures. 8 x JPAR briefings for supervisors have been delivered in February and March 2015, Phase 1 and 2. Phase 3 - HR surgeries on how to navigate through HR Carval Unity to access staff personal data, a short session on coaching/constructive feedback is being prepared. Another briefing on internal communications has been commissioned and is being prepared. Theresa Reid</p>
<p><b>Theme 8 - Stress Management/Well Being at Work (Advocate - Jane Chapman)</b> Ambition - facilitation and promotion of psychological well being of PDNPA staff</p>	
No.	Action
8.1	As part of Well being at Work initiative, develop Stress policy, procedures and guidance.
8.2	Develop Stress Risk Assessments utilising HSE categories
8.3	Revisit support mechanisms available (1-2-1 coaching, Derwent Rural Counselling, and OHU provision)
	<p><b>Quart 1 Update</b> We have a legal duty of care for all our staff but we also want to promote wellbeing at work. We have a number of existing mechanisms to support wellbeing at work such as our work life balance opportunities. We provide confidential counselling and/or one to one coaching as appropriate for staff affected and HR provide guidance. We have recently developed and consulted staff on a stress policy, procedures and guidance and are trialling a new stress risk assessment template. Staff Committee has broadly welcomed this work. Staff perceptions seem to be that there are high expectations from the top in terms of workload. Staff need to feel comfortable about being able to raise concerns such as heavy workloads and stress and feel comfortable about accepting support and confident that their manager will provide a solution. In terms of future plans and priorities there are potential actions which are cross cutting across the 10 themes of the Employee Engagement Action Plan:</p> <ul style="list-style-type: none"> <li>• Corporate Training Plan to include training for all managers and supervisory staff (theme 5)</li> <li>• Provision of training to support change eg the move to electronic systems from paper so that staff are competent to carry out their duties (theme 10)</li> <li>• Cultural Change - Leadership Team leading the organisational culture in the way we do business(theme 2)</li> <li>• Ensure good communication between management and staff and particularly to ensure that all staff are aware of the new policy(theme3)</li> </ul>
	<p><b>Quart 2 Update</b> 'The Employee Engagement Improvement Action Plan went to LJC in June and members were particularly concerned that reducing resources did not have implications for higher levels of stress amongst the workforce. We are currently carrying out a baseline electronic survey on stress levels based on an HSE standard questionnaire. Members at LJC were keen for us to progress this. Survey results should be available in September and this will be used to benchmark our progress so that we can build up a picture of organisational stress and monitor that. We intend to carry out a staff focus group workshop on the draft Well Being at Work Policy in late August before it goes to Committee for approval by Members in the Autumn'. Jane Chapman. In order to obtain a baseline assessment on levels of stress in the workplace a Well Being at Work Survey (using the HSE stress indicator tool) was held 6-20 August. There was 75% response rate. The results overall were positive. Areas identified for better understanding are <b>Demands</b> – this includes issues such as workload, work patterns and the work environment; <b>Managers' Support</b> – this includes line management and encouragement; and <b>Change</b> – how organisational change (large or small) is managed and communicated in the organisation. A focus group with representatives from all directorates is arranged for 28 October to find out the qualitative meaning to the quantitative results. As part of the Authority's commitment to enhance and promote wellbeing at work, on Friday 10 October (World Mental Health Day) the CEO signed the 'Mindful Employer' charter for employers who are positive about mental health.</p>
	<p><b>Quart 3 &amp; 4 Update</b> - Following the Well Being Survey a focus group was held on 28 October to consider in more detail the three areas for improvement; Demands, Managers Support and Change. The information collected during the focus group was aggregated to form the bigger picture where answers overlapped in different questions. In summary, leading change with maximum concern for wellbeing suggests all the following to be addressed. 1. <b>Strategic Direction</b>-confidence and knowledge in the big picture/direction of travel; confidence and clarity in management decision making; strongly linked to need for greater clarity in resourcing; prioritisation of work (corporately and operationally). 2. <b>Culture (working climate)</b> - perception of an inappropriate "yes" to everything" climate; pressure to conform to this as opposed to active prioritisation; role modelling of appropriate behaviours from managers required; need evidence of mutual respect; -clarity and evidence of what culture means in practice (see and do). 3. <b>Communication</b> - more clarity/information regarding change re;1 and 2; limit uncertainty; improved confidence through selling benefits of changes; management of expectation; knowledge of what support is available. 4. <b>Promote Individual resilience</b> - recognition that different individuals need different skills/strategies; managers will have similar needs; provision of (and information on) systems for individual support; -individual resilience fundamental to baseline for personal effectiveness. The Well Being at Work Policy was approved at Authority Committee meeting on 6 February 2015. Theresa Reid</p>
<p><b>Theme 9 - Effective Change Management (Advocate - Ruth Marchington)</b></p>	

Ambition - to introduce and manage change to ensure the objectives of change are met, whilst gaining the understanding and commitment of	
No.	Action
9.1	In consultation with Staff Committee and UNISON review the Management of Change Policy
9.2	Develop a consultation timescale template
	<b>Quart 1 Update</b> Review of Management of Change Policy scheduled in 1st quarter 2014-15
	<b>Quart 2 Update</b> 9.1 Revision has been made to the Management of Change procedures to comply with the Fixed Term Regulations, and benchmarking and research has begun on the review of the policy. The policy review has been delayed due to high demands on the HR Service. 9.2 The consultation template will be developed as part of policy review and work on the Trade Union Recognition and Procedural Agreement has outline the mechanism for consultation and negotiation.
	<b>Quart 3 &amp; 4 Update</b> Our focus so far has been on dealing effectively with case work arising from change and in learning from good and not so good ways of communicating and leading change. Early in the 2015/16 business plan year the Head of HR will be bringing to management team and staff committee/UNISON proposals for changes to the managing policy and procedures to address: <ul style="list-style-type: none"> <li>• changes in legislation on fixed term contract posts;</li> <li>• the changing business need to be able to respond more quickly and effectively to resource issues;</li> <li>• ensuring best practice in engaging and communicating with staff on change initiatives</li> </ul> Ruth Marchington
Theme 10 - Information Management Action Owner - Jeff Winston	
Ambition - to have clean, accurate data sets accessible through IT network to all staff across the properties of the Authority	
No.	Action
10.1	Through development of a communication plan, give regular feedback to staff on the work of the information management steering
10.2	Obtain feedback from staff and customers on the effectiveness of action to deliver the above
	<b>Quart 1 Update</b> In the early summer a new IT network, with improved links between the Authority's properties, will go live. This will provide faster and more reliable connections and, for the first time, make it possible for field staff* and their Aldern House colleagues to have access to shared data. At the same time work to make sure information is accurate and up to date is pressing ahead. A 12 month project, to cleanse GIS (electronic mapping) data has been extended for a further 9 months (until Nov 2014). As data sets are completed they are being made available using Earthlight, a new mapping tool which is currently being rolled out to all staff. Work is also about to start on a new project called The Hub. This will eventually replace the current intranet and PAM and DAM (on-line planning information). In time all business critical documents will be stored in The Hub and, again, they will be available to all staff wherever they are working - in Aldern House, at a remote office or from home. *Note: line speed and quality is dependent on BT and there may be one or two locations where improvements to service will be limited because the locations are too far from the exchange.
	<b>Quart 2 Update</b> 1. Spatial data cleansing project is work in progress linked to new mapping Apps – Earthlight (deployed) and Aurora (interactive web maps for the public, which is about to be deployed). A number of GIS datasets (including all those related to Planning) are available on the new systems and work continues cleansing data from other departments. 2. The HUB is the Authority's new intranet where all essential business records and data will be stored. It is a one stop portal with a search facility that shows all documents related to a text or spatial request for information. It will replace PAM and DAM and include records from all other departments, contacts (internal and external), workflows and notifications. The application is completed and currently being tested by a pilot group. Wider testing will follow with training for staff. Over the coming year ICT will work with departments to cleanse and transfer essential business records to the HUB. 3. In association with the new WAN (wide area network) the above will give all staff (including those working remotely) access to essential data and business systems. (Note: completion of the WAN should have been finished in the spring but was delayed because of supplier problems. The majority of sites are now on the new system and the project should be completed by early autumn.)
	<b>Quart 3 &amp; 4 Update</b> Our focus so far has been on working with the Information Management steering group on what the updated information management strategy needs to look like in supporting the Authority's changing direction and developing corporate plan. At the last meeting it was agreed: <ul style="list-style-type: none"> <li>• The new head of Information management will take a fresh look at the strategy so far developed bringing a new approach to the work undertaken so far based on his discussions with services</li> <li>• We need to prioritise the infrastructure replacement project in 2015/16 but options for this need to be presented in parallel with the strategy</li> </ul> Once the new strategy is ready (the aim is to take to ARP in May or July) we will implement a plan for communicating to all staff on the services and changes that the new strategy will support. Ruth Marchington/Darren Butler