O&S Committee -Staff Survey Update

29th February 2016

Background

A staff survey was distributed to all staff both electronically and in hard-copy format in August 2013. A total of 384 responses were received which equated to roughly one third of all the staff across both Bromsgrove District Council and Redditch Borough Council. The survey did not cover staff at Worcestershire Regulatory Services as they had recently undertaken a staff survey.

The purpose of the Staff Survey was to capture a snap shot of how staff were feeling and dealing with the rate of change, identify any particular issues and identify steps to address these. The aim was to use the survey to improve staff health and wellbeing and thereby increase employee engagement, motivation and performance. The survey was also to be used to identify areas for further exploration.

A Working Group was established with staff from across the two organisations including a mixture of staff and managers, and office-based / non-office based roles. Four Key Themes were identified - Management, Communication, Working Environment and ICT. Sub-groups were set up to develop recommendations in January 2014. The subgroups reported back at the end of March 2014 and an Action Plan was established.

Since then work has been on-going to deliver the actions identified. Most have now been completed / are in place and a few others are on-going. Summary details can be found in Appendix 1.

It is proposed to distribute the follow-up survey in April 2016 using the same questions asked in the initial survey. This will allow a direct comparison between both sets of results to assess the success of the work carried out as part of the Action Plan.

The format of the survey has been altered slightly so that, where respondents have the opportunity to make comments in relation to a question, the box for the comments sits next to the question rather than at the end of the section. This will make it easier to analyse the responses. A copy of the revised survey is attached as Appendix 2.

The timetable for communicating with staff about the survey, the deadline for completion and the analysis of the outcomes is attached as Appendix 3.

	What	Top 10 Actions	Who	Status / Completion
1.	Increase visibility and get a better understanding of the issues faced by staff by walking the floor, attending Team Meetings on a regular basis and ensuring that suitable one-to-one meetings are held	Yes	Members of CMT	In place
2.	Improve communication to staff particularly around ICT issues, the work done to rectify them and Helpdesk usage	Yes	Deb Poole / Mark Hanwell	In place
3.	Ensure that non-office based staff get paper copies of the Oracle newsletter	Yes	Anne Marie Harley	In place
4.	Improve mechanisms for collecting data on issues relating to the working environment so that they can be actioned / monitored	Yes	Amanda de Warr / John Homer / Helen Mole	In place
5.	Remind staff of the support options available – Employee Assistance Programme, Occupational Health, Phone-a-Friend etc and ensure that they are built into workshops and into discussions with managers		Lindsey Wood	In place
6.	Implement healthy lifestyle pilot workshop for staff		Lindsey Wood	Completed - This was carried out on 9th January 2015 and was well received by delegates
7.	Clarify the role of managers in a "transformed" organisation – session held at the Managers' Forum in September 2014	Yes	Becky Talbot / Lindsey Wood	Completed

8.	Familiarise staff with the Strategic Priorities by making them into screen savers		Mark Hanwell	Completed – However, these were removed during the Windows 7 upgrade due to a technical issue. Work will be carried out to reinstate these
9.	Make it easier for staff to find contact details for other members of staff via the Orb / Staff Finder		Mark Hanwell	Completed
10.	Make the policy compliance process more user friendly by presenting staff with summaries of policies via NETconsent and not full policies		Mark Hanwell / Lindsey Wood / Becky Talbot	Work in Progress - A pilot has been carried out using a summarised version of the key ICT policies. This was successful. However we have been unable to roll this out to all staff due to systems issues. Resolution of these is currently being sought and we hope to be in a position to roll out the new approach to all staff shortly
11.	Ensure that staff are kept up-to-date on changes / developments via Staff Briefings and other methods of communication – reviewing approaches to ensure that they deliver what staff need.	Yes	Kevin Dicks / Anne Marie Harley	Ongoing – staff briefings are held whenever there are significant issues or information to communicate. The next round of these begins on 22nd February 2016. Team briefs are circulated at the beginning of each month and the Oracle newsletter go out to all staff on or around 15th of each month. Staff who do not have access to the intranet receive hard copies.
12.	Increase the focus on staff wellbeing – initial programme of training for managers is in place which covers Mental Health awareness, mentoring skills and IOSH Managing Safely, and Wellbeing and Developing Personal Resilience for staff	Yes	Becky Talbot / Lindsey Wood	Completed - A range of training courses and initiatives have been put in place over the past year. These have included Mental Health First Aid – Lite, Mental Health Awareness for Frontline Staff, IOSH Managing Safely, Five Ways to Wellbeing activities, Time to Talk events and a pilot for a resilience programme.

13.	Ensure staff have the skills they need to be able to deliver purpose / develop for the future – skills matrix developed and being tested with a view to being used to identify skills and development needs		Becky Talbot / Lindsey Wood	Work in progress - A skills matrix has been developed and piloted within Customer Access and Financial Support. Customer Services and Benefits have completed the Matrix with all staff, and are using the outcomes to develop and train staff in areas identified. The feedback from the manager involved, about the process and outcomes, has been very positive.
14.	Establish an Equalities Training Plan – Plan in place for the remainder of 2014/15 and new one being developed for 2015/16		Becky Dunne / Emily Payne	The 2014 / 2015 training programme was rolled out to staff and feedback collected on the areas that staff wanted to cover going forward. The main topic that was requested was around dealing with customers who have mental health issues, and as a result a programme of training for frontline staff was implemented during 2015 / 2016. Some training was also provided around transgender issues. This work will be extended during the 2016 / 2017 financial year alongside a range of other equalities based workshops.
15.	Re-establish an induction process for both authorities – outline developed and content being developed. Approach to be piloted in March 2015		Becky Talbot / Lindsey Wood	Work in progress - Two modules have been implemented (H&S and Data Protection / Freedom of Information) and work is ongoing at establishing the remainder of the programme as quickly as possible.
16.	Improve the working environment where appropriate (subject to budget availability) and provide showers / a more suitable staff rest room at the Town Hall	Yes	John Homer / Sharon Sharpe	Work in progress - Showers have been installed in conjunction with Choose How You Move. Relocation of staff room is being looked at but is dependent on budget and space availability.
17.	Move towards having single systems across both authorities eg Finance, Procurement, HR etc		Mark Hanwell	Completed - We now have a single system for finance and procurement and the HR databases have been merged into a single one for both authorities.

18.	Review Key Behaviours in a Customer Driven Organisation – superseded. Now looking at establishing Strategic Principles and underpinning practices and behaviours. These will incorporate the Key Behaviours	Yes	Kevin Dicks / Deb Poole	Completed - Strategic Principles were developed in September 2015 and 4th Tier Managers are now working to these, and challenging one another where appropriate. These principles support those developed by CMT and vice versa.
19.	Provide clear guidance on the organisations' approach to performance management – a pilot using a Systems thinking approach is currently taking place in Environmental Services. This will be extended to a further Service area shortly.	Yes	Deb Poole	Work in progress - Environmental Services have been trialling a "System Performance Framework" and feedback from users will be obtained during the last two weeks of February. Initial feedback has been positive and we are preparing to extend the trial to the Chief Executive Directorate Support Team. It is expected this will provide enough data and evidence to enable finalising the framework before rolling out to other services.

STAFF SURVEY

	Statements	Not at all ➤ Completely					
Role and Skills	I am clear about my role and responsibilities when I am at work.	1	2	3	4	5	6
	I understand how my role contributes to the purpose of my team and I feel that what I do is important.	1	2	3	4	5	6
	I have all the skills I need to be able to do my job well. (Please give details below if you have any training needs).	1	2	3	4	5	6
	I have the opportunity to do what I do best on a daily basis.	1	2	3	4	5	6
	I have opportunities to develop my skills and knowledge for the future.	1	2	3	4	5	6
	I am able to meet the needs of my customers (internal or external) on a daily basis.	1	2	3	4	5	6
	I have the materials and equipment that I need to do my job well.	1	2	3	4	5	6
	Comments / details of any training needs:						
	Systems, processes, people, cross-site working / travel between sites etc get in the way of me being able to do a good job.	1	2	3	4	5	6
	Please give details of any issues you encounter in relation to your role or skills						

Role and Skills			
	I know that the Councils have 6 Strategic Purposes.	Yes ☐	No ☐
	I am able to state what the 6 Strategic Purposes are.	Yes ☐	No ☐
	I am aware that my service area has operational measures or that they are currently being developed.		
	Please add any further comments on these role and skills questions		

Health and Wellbeing	Statements	Not at all ➜ Completely					
	I feel that I have a suitable balance between work and the rest of my life.	1	2	3	4	5	6
	I am able to take a lunch break every day.	1	2	3	4	5	6
	I am able to take other breaks if I need them.	1	2	3	4	5	6
	I am generally able to take advantage of flexible working arrangements.	1	2	3	4	5	6
	I would be interested in taking part in health and wellbeing programmes at work (in addition to the smoking cessation and health checks that are already on offer). in the comments section below.	Yes ☐			No ☐		

Health and Wellbeing continued	If you answered "Yes" above, please give details		
	Does your working environment hinder your ability to work effectively? (If yes, please give details below)	Yes ☐	No ☐
	If you answered "Yes" above, please give details		
	Have you suffered from any illness, disability or other physical or mental problem within the last 12 months that was caused or made worse by your job or by work you have done in the past	Yes ☐	No ☐
	If there was one thing in your workplace that we could change that would improve your health and wellbeing, what would it be?		
	Please use this box if you wish to make any further comments on health and wellbeing		

	Statements	Not at all ➡ Completely					
Relationships	My team works well together.	1	2	3	4	5	6
	I have a good working relationship with my colleagues.	1	2	3	4	5	6
	I understand what my colleagues do and how this contributes to the overall purpose of the team.	1	2	3	4	5	6
	I feel that I have the opportunity to contribute to decision making or changes within the team.	1	2	3	4	5	6

Do you feel that you are affected by any conflict within the team?	Yes ☐	No ☐
Have you been subjected to any bullying or harassment while at work? *If yes, there are people available for you to talk to – your line manager, HR Advisers, Phone a Friend volunteer, union reps and the Employee Assistance Programme. Tel: 0800 243 458*	Yes ☐	No ☐

If you have answered "Yes" to the above question, what were the grounds for the bullying or harassment?

Age	Yes ☐	Pregnancy and Maternity	Yes ☐
Disability	Yes ☐	Race – this includes ethnic or national origins, colour or nationality and caste	Yes ☐
Gender re-assignment	Yes ☐	Religion or belief - this includes lack of belief	Yes ☐
Marriage and Civil Partnership	Yes ☐	Sex	Yes ☐
Sexual orientation	Yes ☐	Caring responsibilities	Yes ☐
Other (please give details below).	Yes ☐		

	Comments / details:

	Statements	Not at all ———————→ Completely	
Communication	I think that my team meetings are useful.	1 2 3 4 5 6	
	We have regular team meetings so I feel that I am well informed about what is happening.	Yes ☐	No ☐
	I have regular one-to-one meetings / status updates with my line manager / supervisor.	Yes ☐	No ☐
	I am encouraged to contribute my thoughts and ideas at team meetings and one-to-one sessions.	Yes ☐	No ☐
	The way the organisation communicates with staff eg using the Oracle newsletter and Orb notifications etc meets my needs.	Yes ☐	No ☐
	Please use this space if you would like to make any comments about communication		
Support and Recognition	I get the support I need from my line manager.	Yes ☐	No ☐
	I get the support I need from my colleagues.	Yes ☐	No ☐
	I feel that my contribution is recognised and I receive praise when I do a good job.	Yes ☐	No ☐
	I get regular feedback from my line manager about how I am doing.	Yes ☐	No ☐

	I am aware of the support on offer through the Employee Assistance Programme, Occupational Health and Union Representatives.	Yes ☐	No ☐
	Please use this space if you would like to make any comments about support and recognition		

	Statements		
Change	I am aware of the changes that are happening within the Council.	Yes ☐	No ☐
	I understand why these changes are happening.	Yes ☐	No ☐
	I understand what impact these changes will have on my role and the way that I carry it out.	Yes ☐	No ☐
	I have the support that I need to be able to deal with change effectively.	Yes ☐	No ☐
	I feel that I have the skills I need to be able to deal with the changes that are taking place.	Yes ☐	No ☐
	I feel that I am able to influence the changes taking place around me.	Yes ☐	No ☐
	I feel that I am coping well with the changes that are taking place.	Yes ☐	No ☐
	The changes in my service area have had an impact on how I do my job.	Yes ☐	No ☐
	These changes have been beneficial.	Yes ☐	No ☐
	Comments:		

Responsibility	I understand that I have a responsibility to raise any concerns I may have over possible fraud, crime, danger or other serious risk that could threaten customers, colleagues, the public or the organisation's reputation.	Yes ☐	No ☐
	I know how to raise such a concern.	Yes ☐	No ☐
	I feel confident about raising any such concerns.	Yes ☐	No ☐

General	Please use this space if you would like to add any further comments
Work Area (Optional)	Which one of the following best describes the main focus of your role?
	4th Tier / Strategic Management ☐
	Supervisory / Team Leader ☐
	Office-based support role ☐
	Office-based, customer facing role ☐
	Operational / frontline role dealing with external customers and partners ☐

	Service Area:	
	Legal, Equalities &Democratic Services	☐
	Customer Access & Financial Services	☐
	Leisure and Cultural Services	☐
	Environmental Services	☐
	Community Services	☐
	Planning and Regeneration	☐
	Housing Services	☐
	Business Transformation and Organisational Development	☐
	Chief Executive	☐

✄ --

Get involved!

We have set up a working group to look at the sort of culture that we need to develop within the two councils to support the effective delivery of services to our customers.

If you would be interested in becoming involved with this work, could you please complete this tear off slip and return it to Phillippa Smith, Training and OD Adviser, Human Resources, Town Hall, Redditch or place it in the collection box.

Name: ……………………………………………………… (please print) Team: …………………………………………………………

Location: ……………………………………………………… Tel No / Ext: ………………………………………………………..

Internal Staff Survey Communication Plan

1. Key dates
2. Press release schedule
3. Story angles
4. Resources
5. Contacts for sign off

1. Key dates

12th February 2016 – CMT discussion
29th February 2016 – O&S Committee - BDC
15th February – Oracle
1st March – Team Brief
15th March - Oracle
Launch date – tbc - April
1st April – Team Brief
1st May/15th May – Team Brief/Oracle

2. Information release schedule

Month	Activity	Responsibility
February	Take proposed survey to CMT and O&S	**HR**
February	Article in Oracle Newsletter to say it's coming	**Comms**
End February	Design Posters	**Graphics**
Early March	Get hard copies printed/ready	**HR/ print room**
Early March	Confirm dates, timescales, arrangements and contacts in Team Brief	**Comms**
March	Posters issued, launch in March newsletter	**Comms/HR/Directorate Support**
Mid-March	Email 4th tier managers to encourage staff participation	**HR/Comms**
April	Launch the survey Follow with quick updates on level of responses	**Comms**
June	Update on findings from the survey in TB or Oracle	**Comms**

3. Angles

Rather than just telling staff about the survey, we need to give them a reason for completing it to encourage more people to fill it in.

Initial ideas:
"You said, we did"
Having your say can really make a difference. Last time we found out that xxx was happening. We did this as a result. We need your help to change our organisation for the better.

4. Resources

1. Team Brief
2. Oracle Newsletter
3. Orb
4. Oracle Email (Daily)
5. O&S
6. CMT
7. Internal Post
8. Leader's Briefings

5. Contacts for sign off

Kevin Dicks (TB)
Deb Poole
CMT
Sue Hanley
Lindsey Wood
Phillippa Smith
Claire Mitchell