

# EMPLOYMENT AND APPEALS COMMITTEE

28 October 2015

## STAFF SURVEY – progress update

### Report of the Director of Resources

Strategic Aim:	Delivering Council services within our Medium Term Financial Plan	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr T King – Portfolio Holder for Resources	
Contact Officer(s):	Carol Snell, Head of Human Resources	Tel: 01572 720969 <a href="mailto:csnell@rutland.gov.uk">csnell@rutland.gov.uk</a>
	Debbie Mogg – Director of Resources	Tel: 01572 758358 <a href="mailto:dmogg@rutland.gov.uk">dmogg@rutland.gov.uk</a>
Ward Councillors	Not applicable	

### DECISION RECOMMENDATIONS

That Employment and Appeals Committee:

1. Notes the progress made following the employee staff survey in February 2015.

## 1. PURPOSE OF THE REPORT

- 1.1 To update Employment and Appeals Committee on the progress made in respect to feedback from the staff survey in February 2015 and in particular the programme of work being led by four working groups.

## 2. BACKGROUND

- 2.1 The Council undertook a staff survey in February 2015 the purpose of which was to gauge how staff feel in their role as an employee of Rutland Council and to identify any areas of our working life that can be improved.
- 2.2 Just under 64% of staff took part in the survey – we consider this hugely encouraging given this is the first survey of its kind that we have undertaken.
- 2.3 Results of the survey were communicated to staff via a special One Council Newsletter and a staff briefing on 4 June 2015.

### 3. SUMMARY RESULTS

- 3.1 The highest favourable scores were in the Working Relationships section, specifically “In my Team” series of questions, as follows:
- a. In my team we are proud to serve our customers – 98%
  - b. External Customers: We treat our customers with respect – 96%
  - c. In my Team: We get it right first time and on time – 94%
  - d. In my Team: We assess and deliver what our customers need – 94%
  - e. I understand that the Council should continue to change in order to be successful – 94%.
- 3.2 The highest neutral scores were related to questions on the Council strategy and organisational structure:
- a. I believe that the Council’s strategy is achievable – 37%
  - b. I believe that the Council’s organisational structure is right for the future – 32%.
- 3.3 The highest unfavourable scores were reflected in the questions on the way that we communicate and manage change:
- a. Internal Customers: Other Departments understand the needs of my Department – 46%
  - b. In general, changes which have directly affected my job over the last 12 months have been: Well managed/implemented – 43%
  - c. Communication between Teams is effective – 43%
  - d. There is a clear career path for those who want one – 42%
  - e. How effective are the following communication channels for you? Notice Boards – 41%.
- 3.3 With regard to the results in the Employee Wellbeing section
- a. Staff generally feel healthy – this is very positive. Only 4% of staff indicated that their health was ‘bad’ – none ‘Very bad’
  - b. 14% indicated day-to-day activities were limited due to a health problem or disability. The majority indicating only a little limited activity (13%). Only 1% limited a lot
  - c. Questions on satisfaction with life, happiness, anxiety levels, things that you do being worthwhile, received generally positive scores
  - d. Diet – more than 50% of respondents have fewer than 3 portions of fruit and vegetables per day. Less than 20% have 4 or more portions
  - e. Exercise – Just under 50% of staff do 2 or fewer days exercise per week with almost 20% doing no exercise whatsoever. 16% of staff exercise almost every day (6 or 7 days)
  - f. 21.9% of staff indicated in the last 12 months they had suffered from an illness, disability or other physical or mental problem caused or made worse by their job or the work they do
  - g. Levels of stress do not appear to vary significantly across Directorates
  - h. Almost half of staff indicate moderate levels of stress with almost 15% of staff indicating higher levels

- i. 89% felt that paid work is generally good for physical health and 94% for mental health.
- 3.4 There were some higher unfavourable scores in the Wellbeing Environment section regarding environmental factors, some of which were already been addressed by the Health and Wellbeing Group and are now part of the Environmental Factors Task Group. In particular they are looking at ventilation, work stations and facilities for staff when taking lunch breaks.
- 3.5 Staff were asked to identify ONE change to make the Council a better place to work and 55% of respondents made a comment. Common themes from the open comments were:
  - a. The need for environmental improvements to working conditions e.g. light, ventilation, cleanliness
  - b. Additional showering/changing facilities
  - c. A specific area to have breaks and eat lunch
  - d. Opportunities for physical activity
  - e. Health Checks
  - f. Fruit being available to purchase on site

The last four bullet points have already been actioned by the Staff Health and Wellbeing Working Group.

#### **4. PROGRESS SINCE THE SURVEY**

- 4.1 We will continue to assess the results of the survey as we look at how we can develop and improve the organisation as a place to work.
- 4.2 The first stage has been the creation of several post-survey Action Teams comprising staff and managers from across the organisation, with a remit to focus and work on specific areas.
- 4.3 The four groups, and their progress to date, are as follows:
  - (a) Staff Health and Wellbeing Working Group – chaired by Paul Phillipson (Director of Places – Development and Economy). This group has been established for a year and is making excellent progress as follows:
    - Further Staff Health and Wellbeing Roadshow held on 18 September 2015 following a successful event on 19 January.
    - Free Staff Health Checks
    - Fruit Baskets are replenished on a weekly basis and are continuing to prove popular.
    - Creation of a dedicated Health and Wellbeing intranet page. This enables the Group to publish information on a variety of connected issues which is easily accessible to staff.

- Opportunities for physical activities and taster sessions continue to be publicised. Examples of activities are bike rides, walks, circuits, 5 a side football, Workplace Challenge to get active, Yoga Talk etc.
  - Employees can now use the Passport to Leisure scheme to swim at Catmose Sports Centre.
  - A Corporate Eye Care Scheme that offers greater choice and flexibility, for the benefit of all employees is due to be implemented in the near future.
  - Two mindfulness taster sessions have been arranged.
- (b) Communications Task Group – chaired by Debbie Mogg (Director of Resources). Although our communication channels are becoming more informative, including the increased usage of social media channels, this group will focus on what more, and how different, this needs to be. Outcomes of this group are:
- Considering the usefulness of notice boards around the building.
  - Changes implemented to the One Council newsletter so that articles are flagged by importance using a traffic light system.
  - Staff are being asked to make a contribution to One Council newsletter and soon team or department of the week will be introduced which provides an introduction to a team and overview of their roles and responsibilities.
  - Gathering best practice from other organisations – both public and private sector
  - Communications Adviser has been promoting the Council's social media presence to staff – this has resulted in an increased number of followers on twitter.
  - Use of Yammer is being trailed by the group – this is a form of instant messaging application.
  - Investigating the use of desktop backgrounds on laptops and computers to share key messages.
- (c) Environmental Factors Task Group – chaired by Dave Brown (Director of Places – Environment, Planning and Transport). The survey indicates that this is an area of concern for staff and the group will explore improvements that can be made. The issues this group are considering include:
- Staff room - this has been done.
  - Ventilation in the extension - Property are looking at modifications to the windows to improve air flow.
  - Cleaning - more information is required to understand the problem.
  - Showers - a possible location has been identified for another shower but some more work is required.
  - Work stations – to be pursued.
- (d) Mental Health/Stress Awareness Task Group – chaired by Mark Andrews (Deputy Director People). To focus on increasing awareness and support for staff around mental health issues. This group has

- Looked at the survey results and explored developments in other organisations supported by Public Health. As a result, the Group is looking to roll out Mental Health First Aid Training starting with buying in training directly to train a number of mental health first-aiders in each service area.
- Introduced “5 ways to well-being” at the Senior Managers Forum. The Five Ways to Wellbeing are a set of evidence-based actions which promote people’s wellbeing. They are: Connect, Be Active, Take Notice, Keep Learning and Give. These activities are simple things individuals can do in their everyday lives.
- Further work is being done on Line-Manager Resources and policy changes in line with NICE Guidance.

## **5. CONSULTATION**

- 5.1 External consultation is not required in this context.
- 5.2 Specific consultation will take place as appropriate regarding any changes to work provisions – this may be at a trade union or staff level.

## **6. ALTERNATIVE OPTIONS**

- 6.1 This report is to update Members – if not provided, they would not have an awareness of the outcomes of the survey or the action taken.
- 6.2 Options with regard to courses of action will be considered by each Task Group.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There is no specific budget set aside for delivering any changes or improvements arising from the Survey. Such items will therefore require full cost analysis and be met within the Councils existing budget provision.
- 7.2 The Mindfulness sessions have been part-funded by Unison and the Council. The majority of other sessions have been delivered by partners at no cost.

## **8. LEGAL AND GOVERNANCE CONSIDERATIONS**

- 8.1 The terms of reference for this Committee include the approval of HR policies where the financial impact does not exceed the virement threshold of the Director of Resources. This threshold is currently £100,000 as set out in the Council’s Financial Procedure rules.
- 8.2 Employment Committee requested this item be presented at the next meeting for more detailed results and an update on progress.

## **9. EQUALITY IMPACT ASSESSMENT**

- 9.1 An Equality Impact Assessment (EqIA) has been completed. No adverse or other significant issues were found. A copy of the EqIA can be obtained from the Report's Contact Officers.

## **10. COMMUNITY SAFETY IMPLICATIONS**

- 10.1 There are no Community Safety implications arising from this report.

## **11. HEALTH AND WELLBEING IMPLICATIONS**

- 11.1 This reports includes the Health and Wellbeing issues identified in the staff survey and that are being led by one of the Task Groups. .

## **12. ORGANISATIONAL IMPLICATIONS**

- 12.1 The outcomes and actions arising from the survey are organisationally wide issues – this report sets out the emerging issues and progress made to date.

## **13. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

- 13.1 A high level of employee involvement was vital to ensure a successful survey – 64% completion is a great achievement and much higher than is normally achieved, particularly in a first survey. Equally, the ongoing input and support from staff to the task groups is important and we are already seeing some outstanding work and progress.
- 13.2 Further progress and update will be provided to the Committee and it is the Council's intention to run a further survey in February 2017.

## **14. BACKGROUND PAPERS**

None.

## **15. APPENDICES**

None

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.