Resources

Staff Survey Response

November 2014

Contents

1. Introduction

The following document outlines Resources response to the Council Staff Survey 2014. It highlights areas of concern and lists potential actions and initiatives to bring the Directorate to the satisfaction levels achieved by others.

The actions listed are tailored for each Department in the Directorate (based on their staff survey results) and will be considered to be part of the workforce development plan for 2014-15 and subsequently 2015-16.

The overall result for those indicators that have a national benchmark is shown in the figure below.
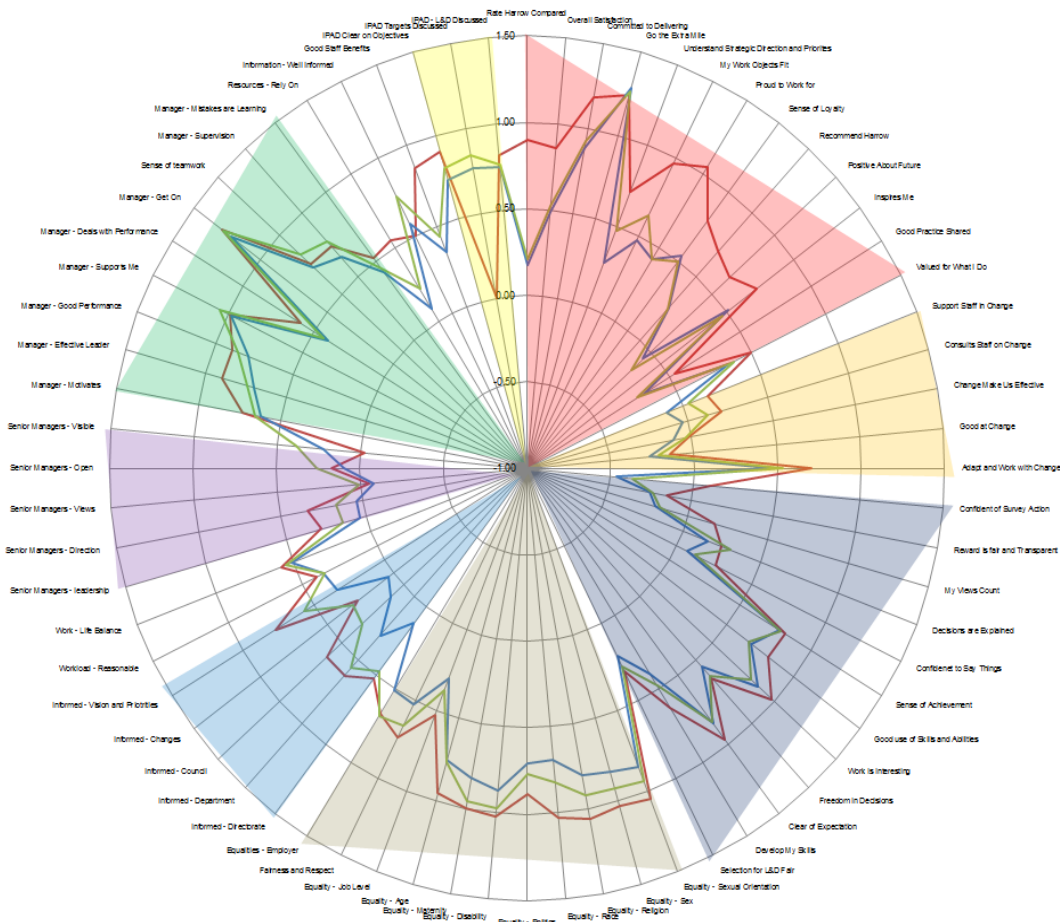

Figure 1: Resources Overall Staff Survey Result 2014

The associated triangles on the figure highlight the following areas:

- Red – Overall Indicators e.g. Proud to Work For.
- Orange – Change Management satisfaction.
- Indigo – Personal Resilience e.g. Freedom in Decisions
- Grey – Equalities Satisfaction.
- Light Blue – Informed Satisfaction.
- Purple – Satisfaction in Senior Management.
- Green – Satisfaction in Line Managers.
- Yellow – Satisfaction in IPAD.

The lines on the figure show; green = Resources result, blue = harrow Council average result and red = National Benchmark. In each subsequent section the colouring will remain the same except that the green plotted result will be for the individual department.

2. BTP and Customer Services

The following figure shows the staff survey result for BTP and Customer Services.

The result for BTP and Customer Services shows a variable result when compared to that of the Harrow average, performing better in the areas of overall indicators, change management, equalities, informed, senior management and IPAD. However, staff were less satisfied in the areas of personal resilience and line management.
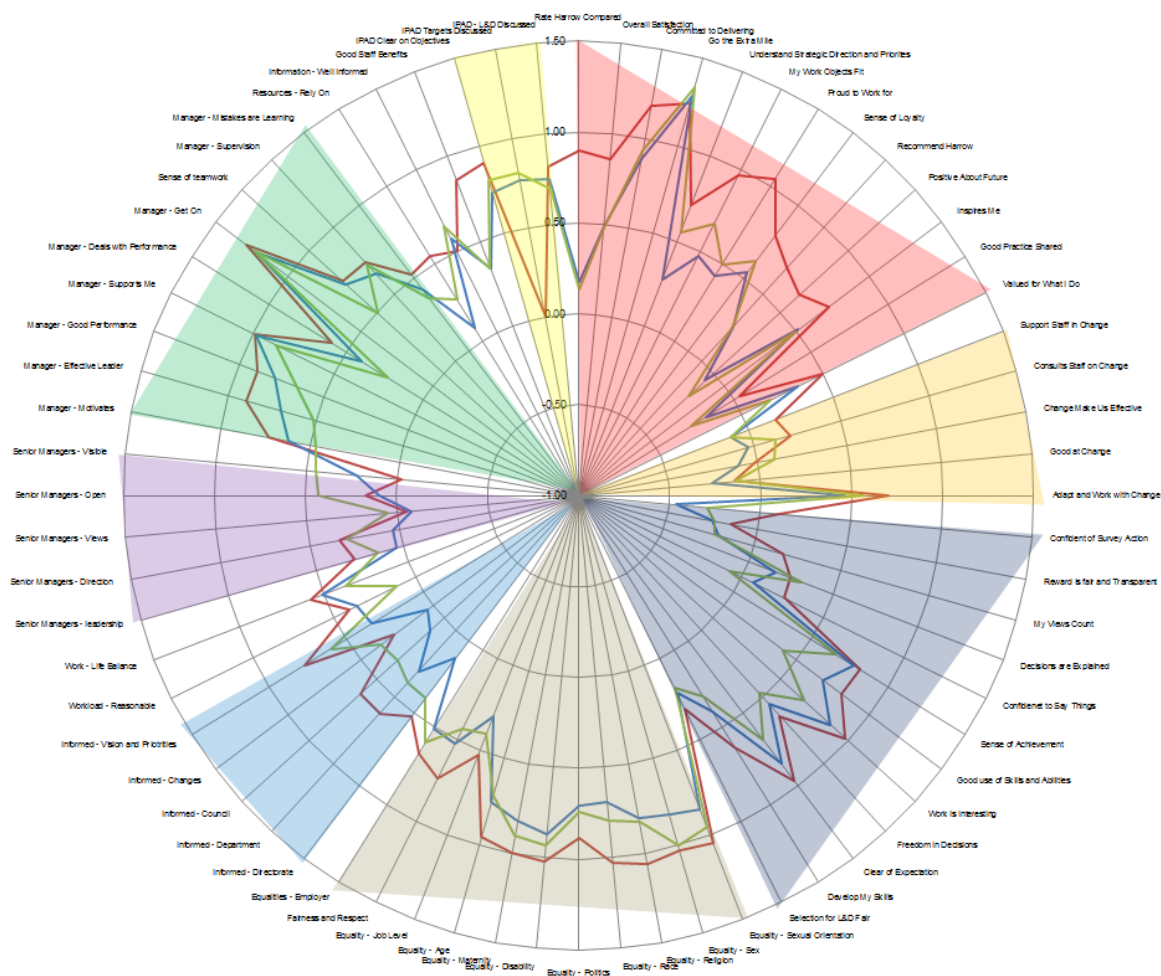

Figure 2: BTP Staff Survey Result 2014

Actions possible following the survey:

- Investigate Managers abilities and use of 360 degree assessment to identify development opportunities for managers.
- Complete a skills review and investigate how they can be used to benefit the department in the future.
- Ensure change to 'Appraisal' in April 2015 is accompanied by development activity to state expectations of staff within the department and for its customers.
- Conduct a Team Agility/Resilience survey to investigate potential workload issues.

3. Commercial Contracts and Procurement

The following figure shows the staff survey result for Commercial Contracts and Procurement (CCP). The results for the area show large amounts of variation in the different areas and within the areas highlighted. This can be particularly seen in the area of change management where staff are satisfied that change makes them more effective but they do not feel that we are good at change, consult on change or support staff during change. Of particular concern are that we make good use of peoples skills and abilities, that expectations of them are clear, that equality challenges are dealt with and that managers use mistakes as learning opportunities.

However, the department has excellent results in the areas of using IPADs, getting on with their managers and managers supporting staff and being informed about the department.
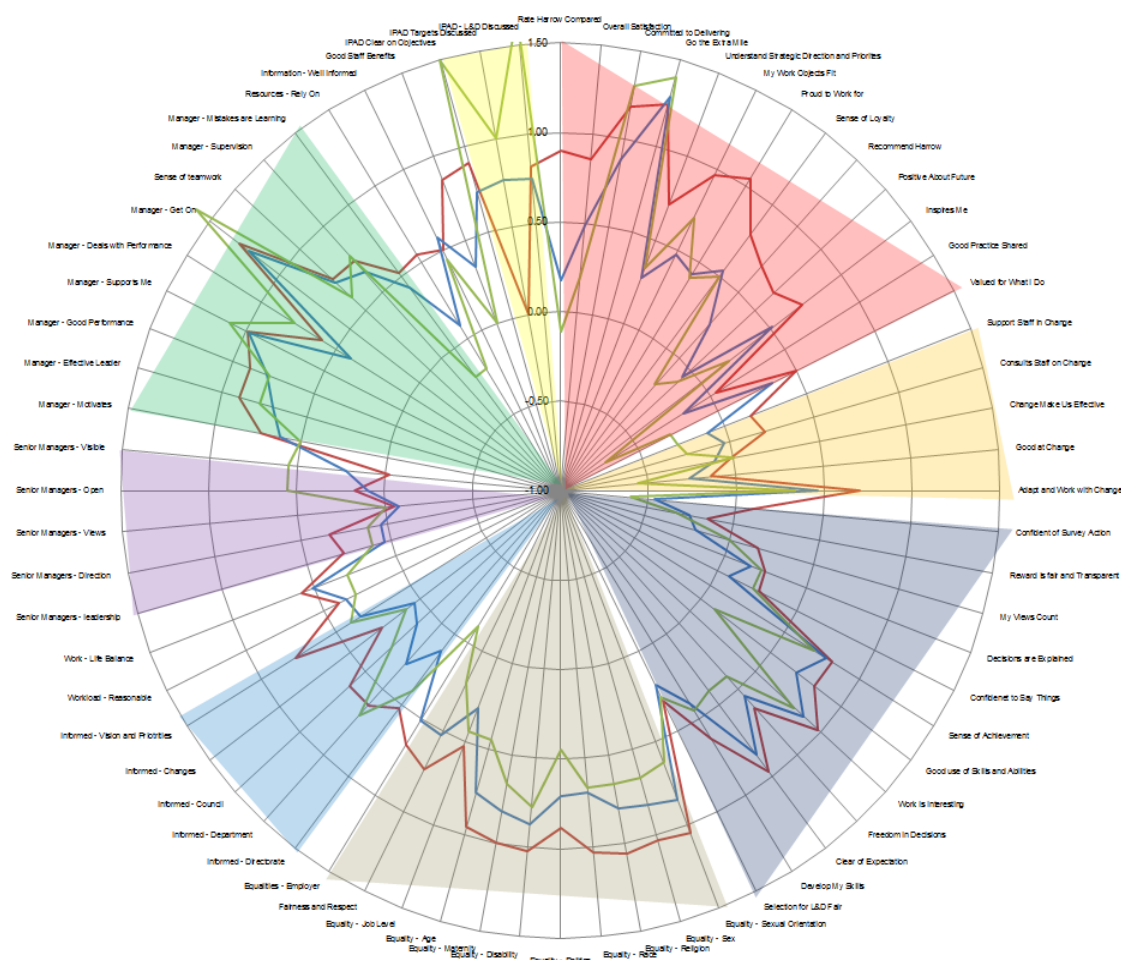

Figure 3: CCP Staff Survey Result 2014

Actions possible following the survey:

- The need exists to interview staff to understand their viewpoint and focus on the areas of poor satisfaction similar to the work completed by Environment and Enterprise with Environmental Services staff.

4. Finance and Assurance

The following figure shows the staff survey result for Finance and Assurance. Most of the indicators lie above the Harrow average except in the areas of good use of skills and abilities; work is interesting and senior managers visible. However, it is a good overall result for the department.
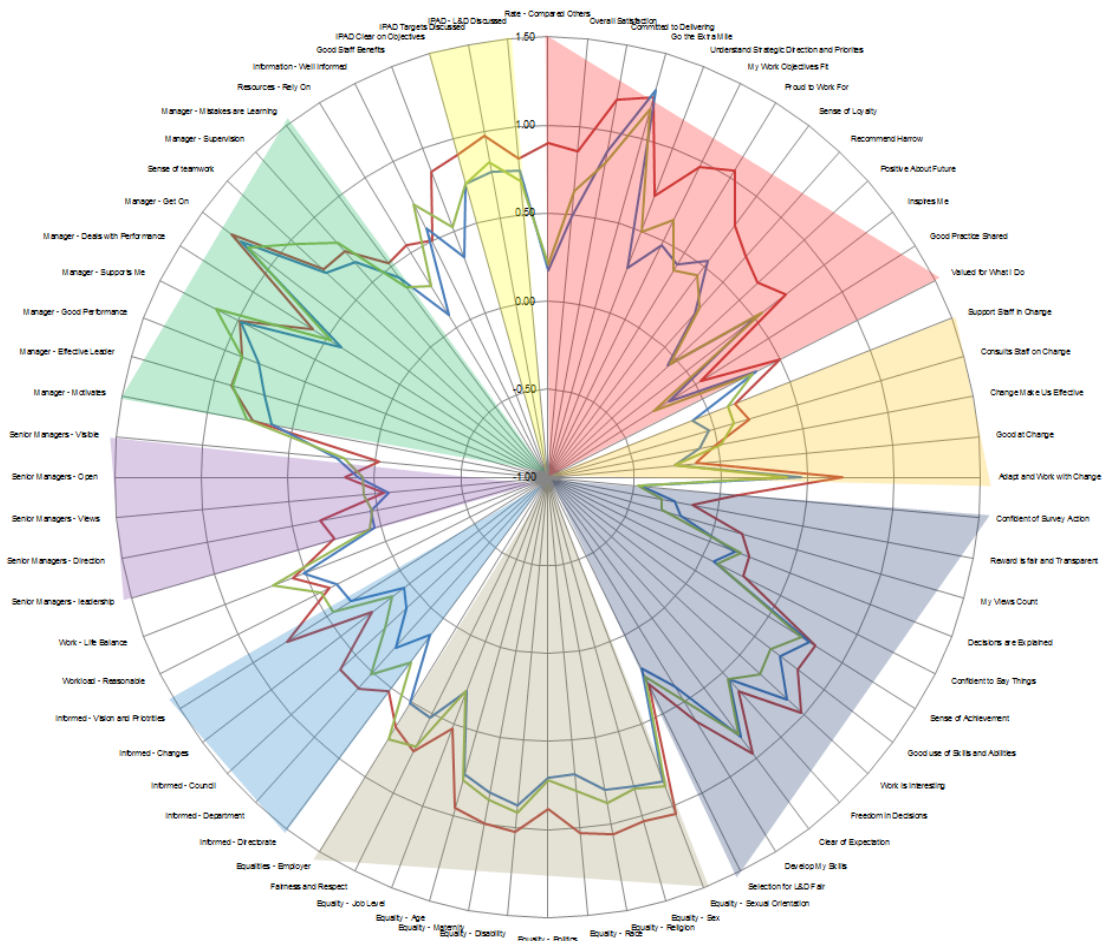

Figure 4: Finance and Assurance Staff Survey Result 2014

Actions possible following the survey:

- Review the skills and abilities in the department to see how they can be used.
- Look at how work satisfaction can be improved by job rotation or project working in-line with original Finance restructure planning from 2013.

5. HRD and Shared Services

The following figure shows the staff survey result for HRD and Shared Services. The results are largely above the Harrow average result, however, the department lags in the following indicators; positive about the future, change makes us more effective, good at change and senior managers (leadership, direction, views, open and visible). The department has good results in the areas of equalities, informed and line management.
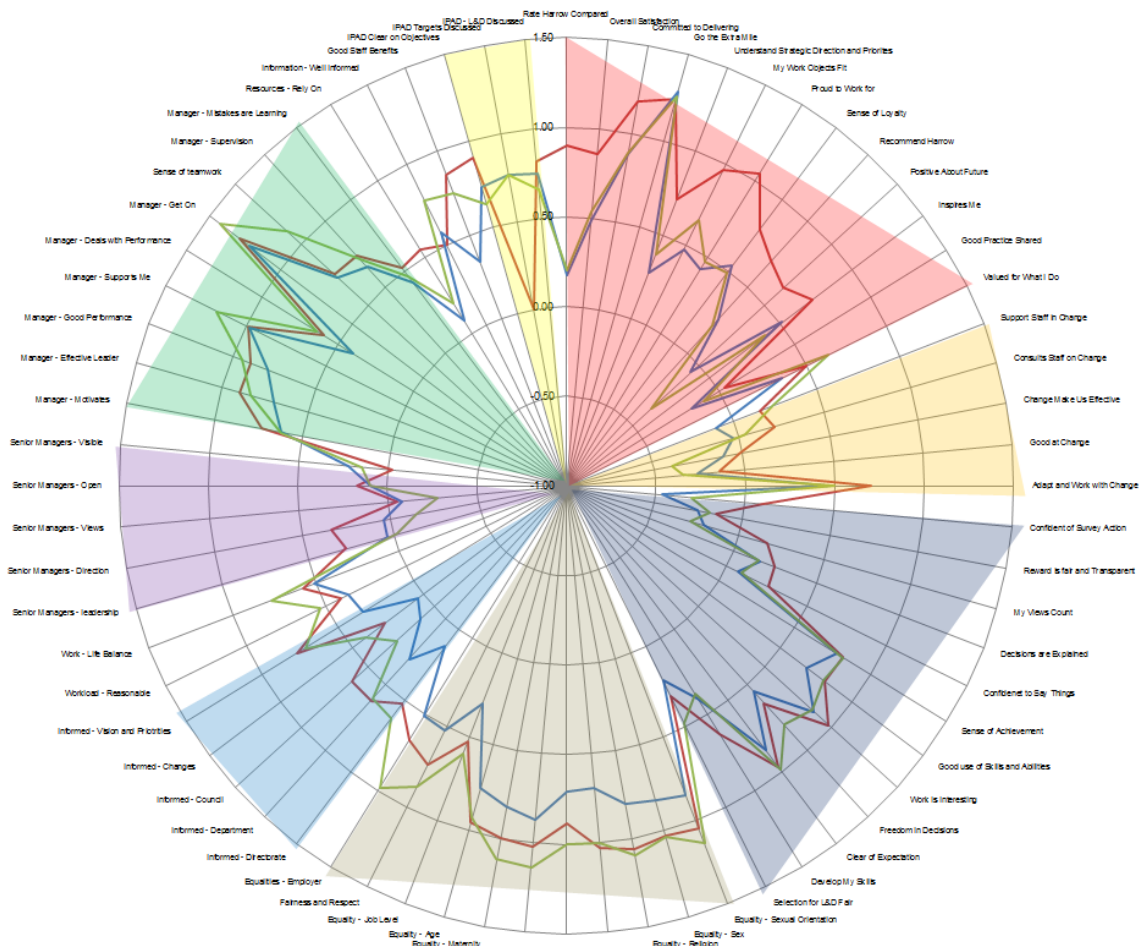

Figure 5: HRD and Shared Services Staff Survey Result 2014

HRD and Shared Service is currently undergoing a major restructuring. This will result in a number of redundancies and a number of change job roles. This process has had an impact on being positive about the future and upon being good at change. What is required in the department are decisions about what the future will look like, preparing the staff for this and the preparation for a cultural change programme as part of the restructure process.

Actions possible following the survey:

• Review and develop the corporate 'Protocol for Managing Change' to improve it and check on 'fit for purpose'.
• Check behaviours of Senior Managers during the current department change and act to improve performance.

6. Legal and Governance

The following figure shows the staff survey result for Legal and Governance. All the results are above the Harrow average except for 'resources to rely on', 'informed about Council' and 'work-life balance'. In many cases the result exceeds that of the national benchmark organisations.
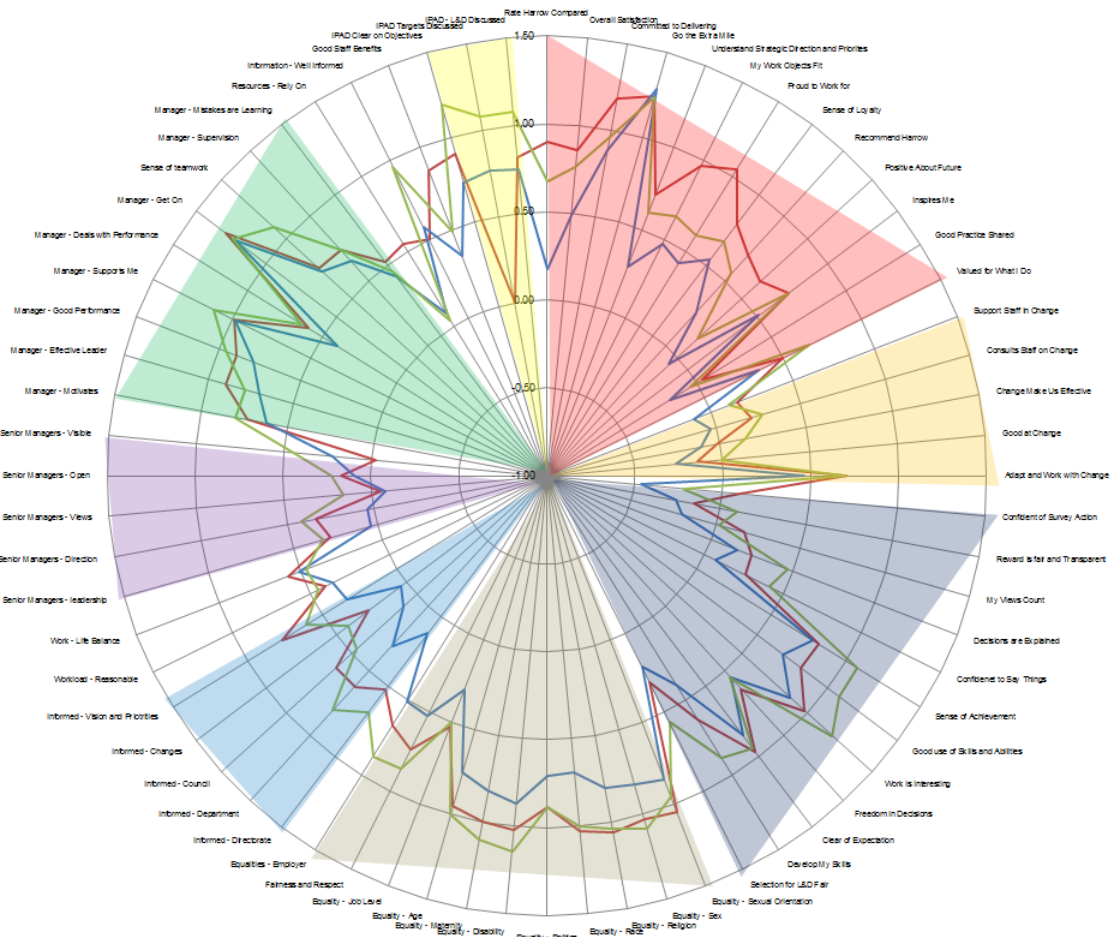

Figure 6: Legal and Governance Staff Survey Result 2014

Actions possible following the survey:

- Review the resources usedunder a 'tools for the job' survey to ensure equipment and systems are 'fit for purpose' or require improvement.

Of all the departments shown Legal and Democratic Services will require less activity to improve its current results.

7. Strategic Commissioning

The following figure shows the staff survey result for Strategic Commissioning. All the results versus the Harrow average are above or at the Harrow average and in the majority of indicators outperforming the national benchmark for all similar organisations. This said the department is not positive about its future.
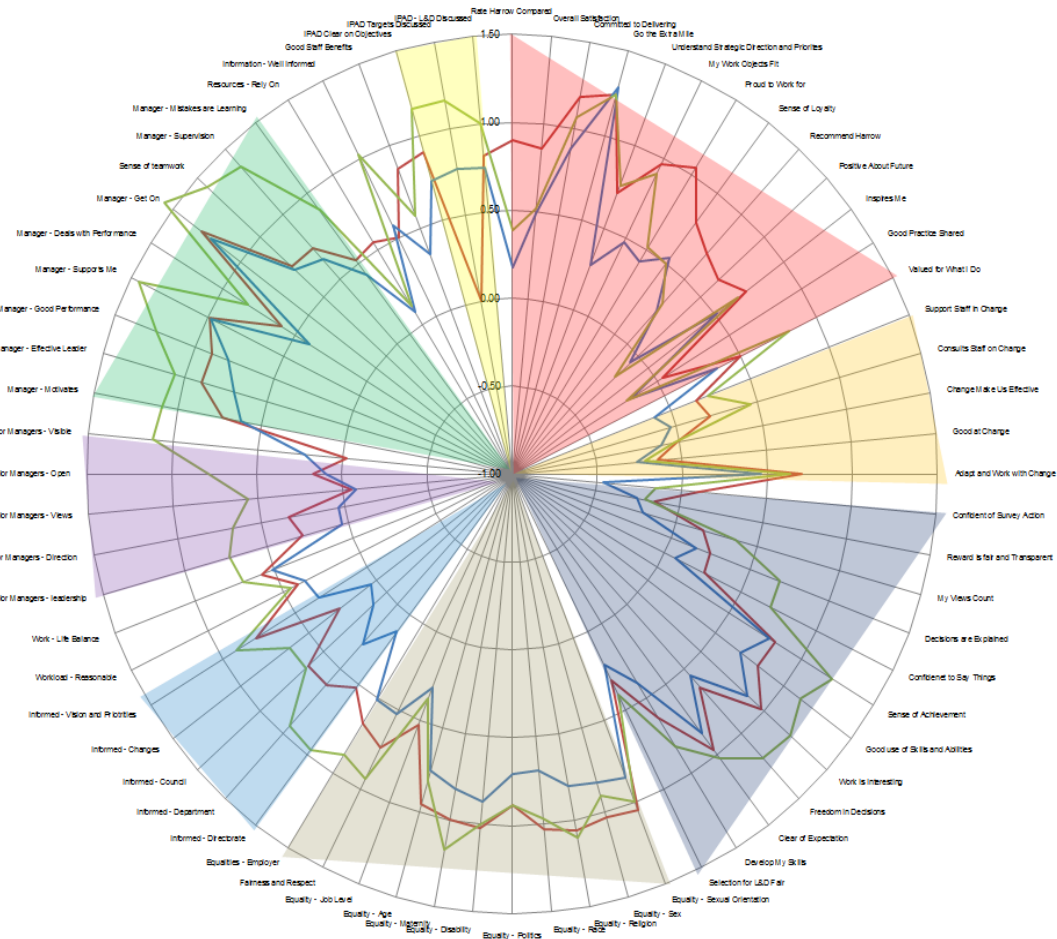

Figure 7: Strategic Commissioning Staff Survey Result 2014

Actions possible following the survey:

- Review the resources usedunder a 'tools for the job' survey to ensure equipment and systems are 'fit for purpose' or require improvement.

Strategic Commissioning have also completed their own action plan following the staff survey and have identified the following improvement activities.

7.1 Strategic Commission Action Plan

Objective	Description	How	Who
1. Responding to our internal challenges – building respect across the division	The Investors in People exercise has enabled us to identify some of the challenges we will face over the coming years in building our new divisional identity and ensuring through clarity of purpose and the development of staff that we will ensure we are fit for purpose now and in the future.	a. Management Team development – standing items	AD
		b. Development of the Strategic Commissioning Operations Team (SCOT) to replace the Senior Professionals Group	SCOT
		c. Modelling behaviours	All
		d. Effective use of divisional meetings	AD
		e. Ideas bank where staff can make suggestions to improve process or practice	SCOT
		f. Comments Box, Whiteboard 'Q&A', creation of 'ideas room'	SCOT
2. Being clear on our purpose – understanding our customers' needs	The council is operating within an unprecedented period of financial constraint. Now more than ever we must be clear in our purpose to support the council to make the right decisions with regard to the services it commissions. In order to do this, we must be sure that we are fully aware of the changing context within which we operate to ensure the advice and support we provide is exemplary.	a. Need to be able to understand changing policy/priority context within which the council operates and which the division must interpret/address for the organisation	SCOT
		b. Clarifying the role of Strategic Commissioning	AD/SCOT
		c. Understanding our current workload and customer needs through on-going monitoring of workloads to share with directorates and partners	SCOT
		d. Need to understand the policy support required by Directorates	Policy Team
3. Ensuring we maximise our effectiveness – energising and improving	In this time of austerity, we must ensure that we target our own resources in the most effective way and that we utilise all intelligence available to us to ensure we maximise our impact from these limited resources. We must be clear on how we will prioritise our activities and how we will organise our resources.	a. Consolidate the service planning process	AD/SCOT
		b. Collective engagement in service planning process - to include what we see as 'successful' delivery of 'outcomes'	AD/SCOT
4. Ensuring our staff have the skills and tools to do the job – enabling staff to take responsibility and respecting staff	Our staff resource is our most precious commodity and without talented staff we cannot deliver the priorities agreed by the organisation in a way which meets the organisation's needs. Our lack of resources however, also means that the funding available to support our staff is significantly reduced and we must therefore find alternative ways of enhancing our skills base and providing staff with the skills to do the job.	a. Develop a clear analysis of skills we need and skills we have in the context of the borough's ambition and our contribution to it (service plan) and our existing skills base	Mgt Team
		b. Develop a learning culture in Strategic Commissioning	Mgt Team
		c. Determine effective use of training budget	Mgt Team
		d. Develop a flexible approach to the delivery of training outside of the budget, e.g. job share, mentoring, acting up, *YouTube*, '*Course-Advisor*'	SCOT
		e. Ensure the correct technical tool are available to do the job (within our control)	Mgt Team
5. Actively one team and a part of one council – engaged communication – internal and external	Although we are three separate units, to truly deliver the excellent services the council requires, we must ensure we apply our skills to the same purpose and operate as a single entity to maximise the value we can bring. We are actively one division operating within the council as an active part of and contributor to the council's direction of travel.	a. Develop ways of enhancing communications across the division and instilling a sense of identity for the Strategic Commissioning Division	AD/Mgt Team
		b. Create a focus Group to understand issues from staff survey around equalities (to be independently facilitated)	AD
		c. 'Mix it up' – following IT roll out, start to sit in different places	SCOT
		d. Social events – do more to improve networking and relationships across the	SCOT

Objective	Description	How	Who
		division	

8. Next Steps

The main themes coming out from the Staff Survey, Staff Engagement /Service Plan launch and from the IIP feedback are as follows:

- **Communication** (too much, the methodology, can we incorporate for Resources a staff suggestion scheme / and feedback mechanism and how to celebrate what is good). April to June 2015.
- **Health and Wellbeing** (may address the points raised around increased workloads during times of recruitment freezes / reduced workforce which may lead to stress, slight increase in sickness) Interested in rolling out programme that currently exist in Legal and Democratic Services. April 2015 to March 2016
- **Staff Charter** (Build on the model in Strategic Commissioning which was specifically mentioned as an example of good practice in IIP feedback) Staff should be engaged in drafting this charter which may differ in divisions but there should be a shared ideal across resources in terms of behaviours. This would align with desired changes to management style using coaching based approaches. Post Restructures in April 2015
- **Skills Audit** (From IIP and was suggested as a way of discovering what skills outside of the current role people may have.) Complete post Learning Management System implementation in April 2015 possible link with work being completed in Housing Department in April 2015.
- **Appraisal** Support the rollout of the new Appraisal process between January to March 2015 to ensure correct use during the annual review period Aril to May 2015.

Work is also being carried out looking at:

- Spans of Control - some managers may be undertaking too many IPAD's.
- Mobile and Flexible Working - working at home and associated IT/intranet issues.
- 360 Appraisals.
- Succession Planning.
- Reviewing the 'Protocol for Managing Change' during the review of all policies and procedures as part of the HRD and Shared Services restructure.

Consideration by the Workforce Development Group in Resources should also be given to:

- Tools for the Job review prior to the new IT contract being implemented.
- Potential use of Team Agility/Resilience surveys to understand robustness of current Resources teams.

The results of these initiatives and suggestions may feed into the action plans at a later date.