

Children and Families

Staff Survey Response

October 2014 - Draft



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1. Introduction

The following document outlines the Children and Families 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.

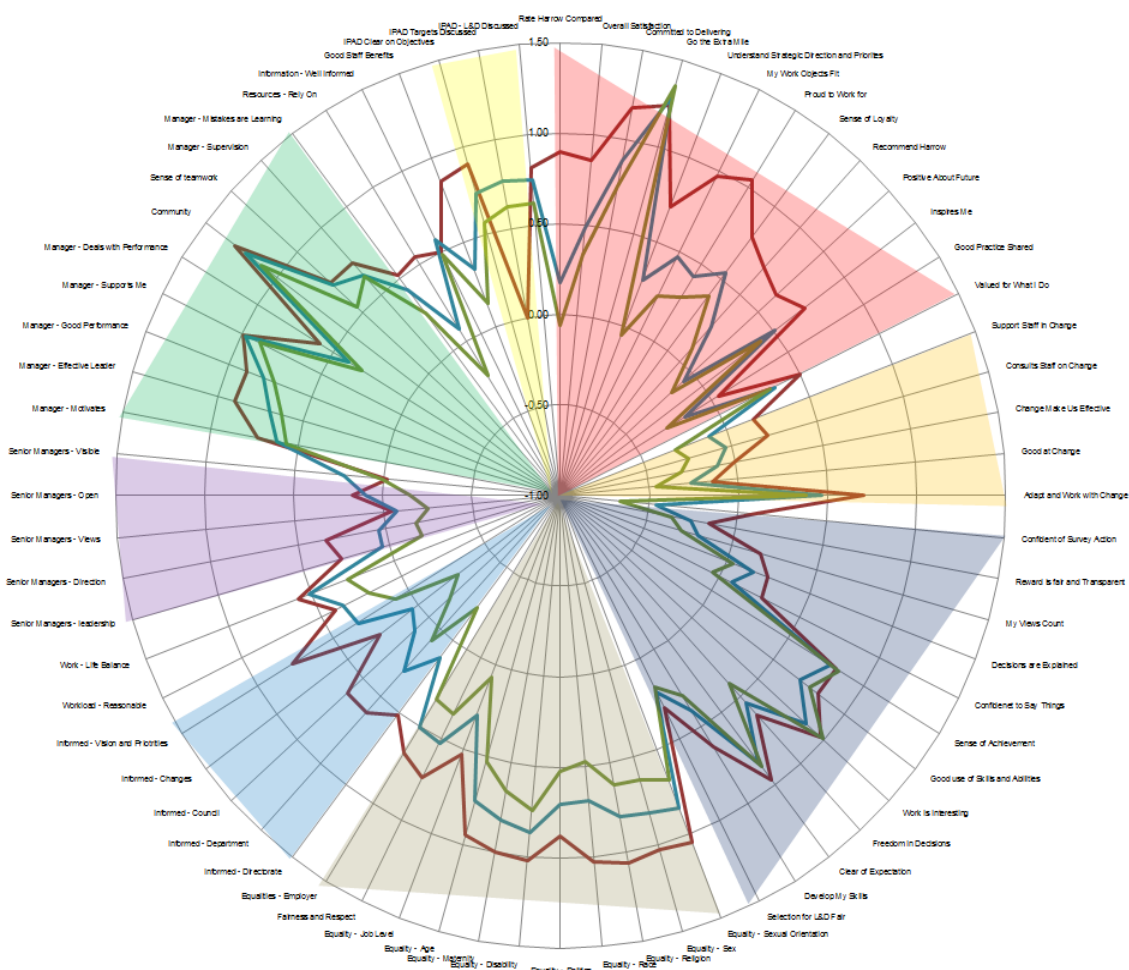


Figure 1: Children and Families Overall Staff Survey Result 2014

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 = Children and Families 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. Early Intervention Services

The following figure shows the staff survey result for Early Intervention Services (EIS). This is one of two departments that had a range of indicators lower than the Harrow average result. Employees are less satisfied with the areas of Change Management, Equalities, Senior Management and Informed. These areas have fed into the lower satisfaction results in the overall (red) indicators.

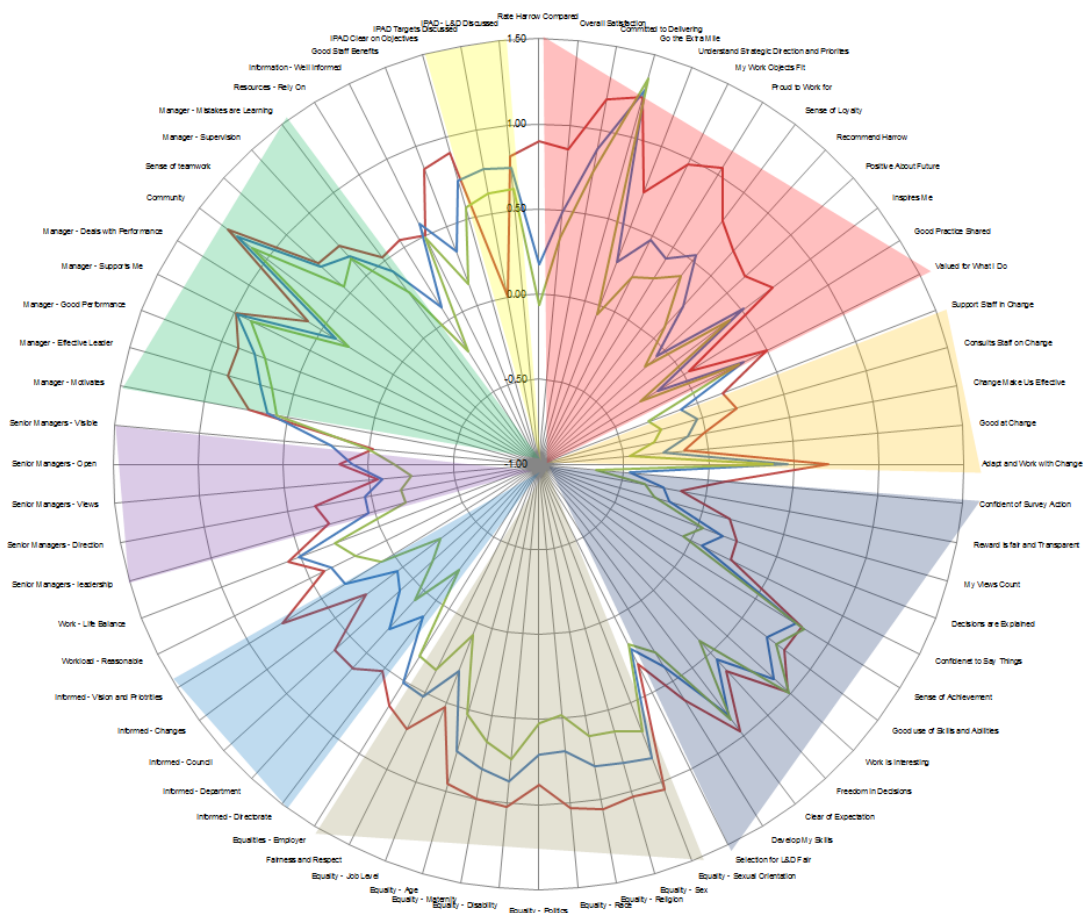


Figure 2: Early Intervention Services Staff Survey Result 2014

Actions possible following the survey:

- Senior Managers to be more visible by working out at remote locations from Civic 1 or completing visits on a weekly basis to brief and talk with staff on a face-to-face.
- Senior Managers to support/open Staff Engagement Event.
- To review C&F communications to segment and tailor messages and content to specific staff audiences (e.g. develop use of Mail Chimp).
- Train managers in change management principles and the Protocol for Managing change.
- Ensure all restructures follow Protocol for Managing Change using dedicated Project Managers.
- Review staff resource requirements ('tools for the job' survey) and act on results.
- Further understanding is required into the Equalities satisfaction scores to understand the challenges shown by the scores.

It appears that EIS communications are not considered effective and senior management visibility and the actions to be taken should focus on this.

3. Targeted Services

The following figure shows the staff survey result for Targeted Services (TS). The results for TS are encouraging in that they are largely in line with the Harrow average result. However, work and interventions are required in the areas of Change Management, Equalities, Informed and outside these areas providing Resources that can be Relied Upon (circled in red).

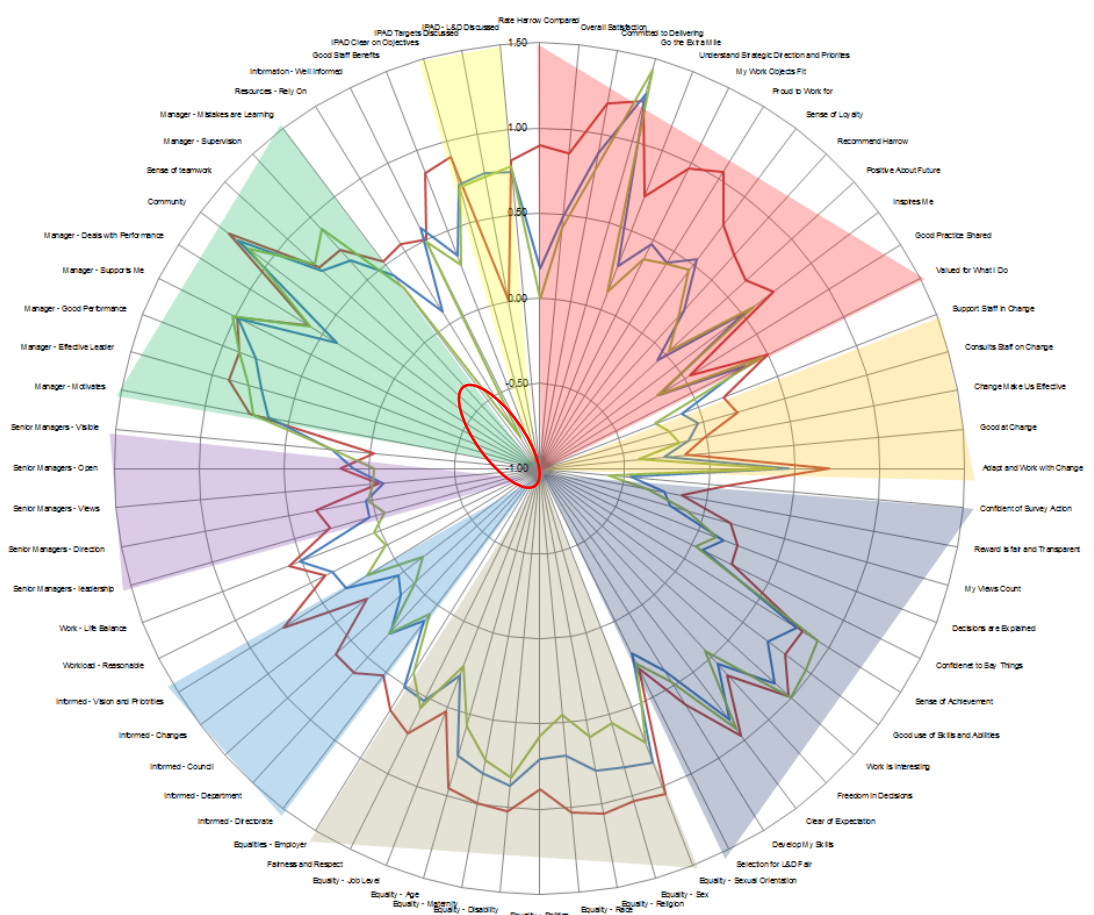


Figure 3: Targeted Services Staff Survey Result 2014

Actions possible following the survey:

- Review staff resource requirements ('tools for the job' survey) and act on results. Potentially include 'benchmarking' with other Children and Families departments to see what resources they use and how they are managed.
- To review C&F communications to segment and tailor messages and content to specific staff audiences (e.g. develop use of Mail Chimp).
- Train managers in change management principles and the Protocol for Managing change.
- Further understanding is required into the Equalities satisfaction scores to understand the challenges shown by the scores.
- Regular social work surveys / seminars delivered by Principal Social Worker.

The overall results for Targeted Services are at the Harrow average so actions need to focus on the areas of lower satisfaction.

4. Special Needs Services

The following figure shows the staff survey result for Special Needs Services (SNS). As per TS the results for SNS are largely in line with the Harrow average. Its areas of lower satisfaction are: Change Management, Equalities, Informed and Manager-Supervision (circled in red) which stands out compared to the rest of the area's staff feedback in this segment.

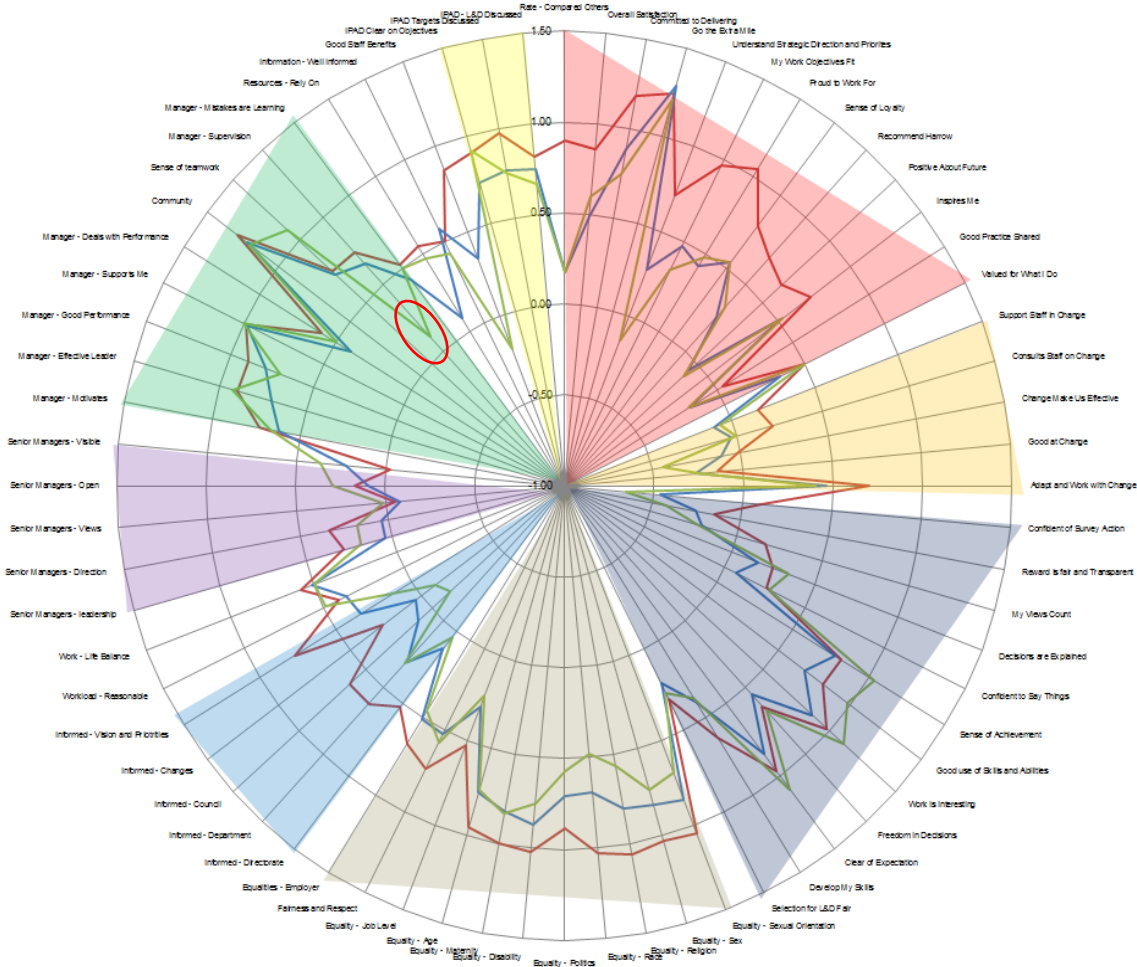


Figure 4: Special Needs Services Staff Survey Result 2014

Actions possible following the survey:

- Investigate the challenge shown by satisfaction with Manager Supervision.
- Further understanding is required into the Equalities satisfaction scores to understand the challenges shown by the scores.

Given the results Special Needs Services requires less intervention than the other departments within Children and Families.

5. Education and Commissioning

The following figure shows the staff survey result for Education and Commissioning (ES). All the results versus the Harrow average are significantly lower including Change Management, Personal Reliance, Equalities, Senior Management, Informed, Senior Managers, Managers and Resources to Rely On.

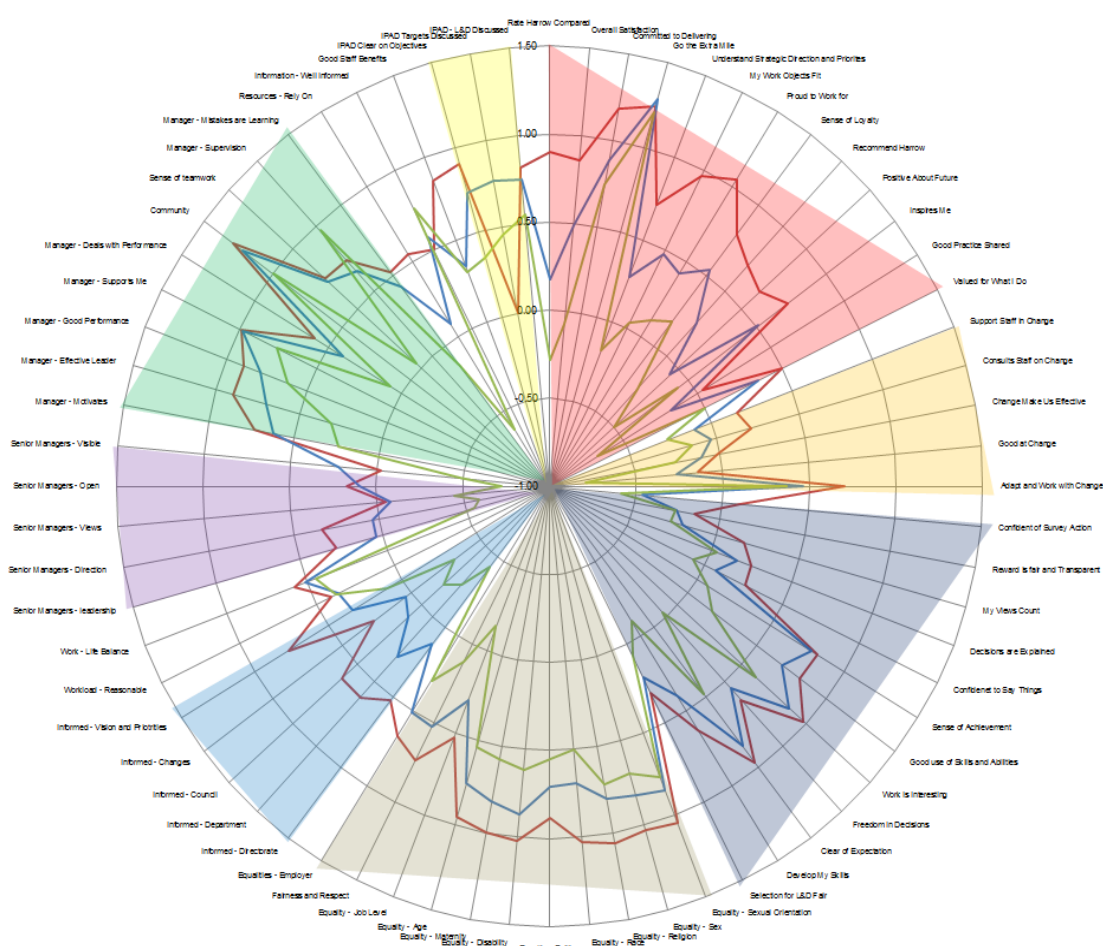


Figure 5: Education and Commissioning Staff Survey Result 2014

Actions possible following the survey:

- The Education and Commissioning department shows the worse results of the Directorate. All but three of the benchmarked indicators are below the Harrow Average and the National Benchmarks.
- The Education and Commissioning Department should consider setting up a focus group programme to discuss issues directly with staff to identify why the satisfaction scores are dramatically different and what needs to be done to improve them
- A focus group with senior managers must happen as the satisfaction scores demonstrated staff reporting some concern regarding the visibility and access to senior managers at the time of the consultation.
- Review staff resource requirements ('tools for the job' survey) and act on results. Potentially include 'benchmarking' with other Children and Families departments to see what resources they use and how they are managed.

Of all the departments Education and Commissioning requires immediate attention of the Senior Leadership Team.

6. Staff Engagement Event Feedback on Staff Survey

The following is the views put forward by Children and Families staff at the engagement event on October 6th 2014.

- What can be done to be better at Change?
 - Consistent information about change.
 - Consistent messages and information.
 - Consult, decide, plan, implement, review – constant communication.
 - Different channels of communications, it all needs to be streamlined.
 - A 'solution focused' approach.
 - We can hire nearly 2 business support staff for 1 social worker post. If we use business support to complete sound social worker tasks, we can more effectively manage cases.
 - Informal staff events – bringing people together.
 - More effective inductions – include shadowing and observing.
- What can be done for us to be more Self Reliant?
 - A well-being programme
 - Tools to deliver the work: ICT (equipment) and streamlined system that is efficient (e.g. framework improvements)
 - Make me feel valued
 - Buddy system
 - Create a bite-size questionnaire to be included in annual appraisals in regards to self-resilience.
- What can be done to be better at Equalities?
 - Involve all parties – staff, service users, partner agencies to develop training and events
 - Ensure that information is accessible to our client group, e.g. translations readily available
 - Focus groups
 - Not think of 'tolerance' – think 'acceptance'
 - Recruit – workforce that matches Harrow population. Train – 'grow your own'.
- What can be done to be better at Informing staff?
 - Tailored emails to job specifications, not spray and pray
 - Consistent information and well developed pathways for communications. Senior managers to be visible
 - Consistent messages and information at all times.
 - Senior managers attending team meetings
 - Don't just speak about open and transparent ways of communication – do it!
 - Focus groups
- What can be done to have better Senior Management?
 - Improve stability of senior management group – R&R
 - Senior management stability. End constant restructuring
 - Enable and empower your staff
 - Permanency of senior position

- Consistent procedures – management informed of these and filtered down
- What can be done to have better Management?
 - Develop staff, provide opportunities, 'grow your own'
 - Stable management structure
 - Permanent staff
 - Less management and more resource at lower levels
 - Free managers to manage. Reduce corporate initiatives interfering with delivery of services.
- What can be done to be better at IPAD/Appraisal?
 - Look at the planning so both are prepared for the meeting
 - Bespoke time outside of casework supervision. Training programme (not on appraisal, but skill development to deliver services)
 - Link in with supervision and staff development
 - Focus skills, strengths and solutions – how to get 'there'

The responses need to be reviewed, prioritised and actions created.

7. Next Steps

The following actions are now required to be agreed and developed by the Senior Management Team:

- Agree and prioritise possible actions from Staff Survey
- Agree and prioritise responses to Staff suggestions at Staff engagement event.
- Produce a project plan to implement actions including a timescale by when actions and interventions will be completed. Allocate project responsibility and ownership.
- Build actions into Workforce planning.
- Report plan to Corporate Operations Board.