

# CHW

## Staff Survey Response

November 2014



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# 1. Introduction

The following document outlines Community Health and Wellbeing response to the Council Staff Survey 2014. It highlights areas of concern and lists actions and initiatives to continue the work in the Directorate that has produced good levels of satisfaction.

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.

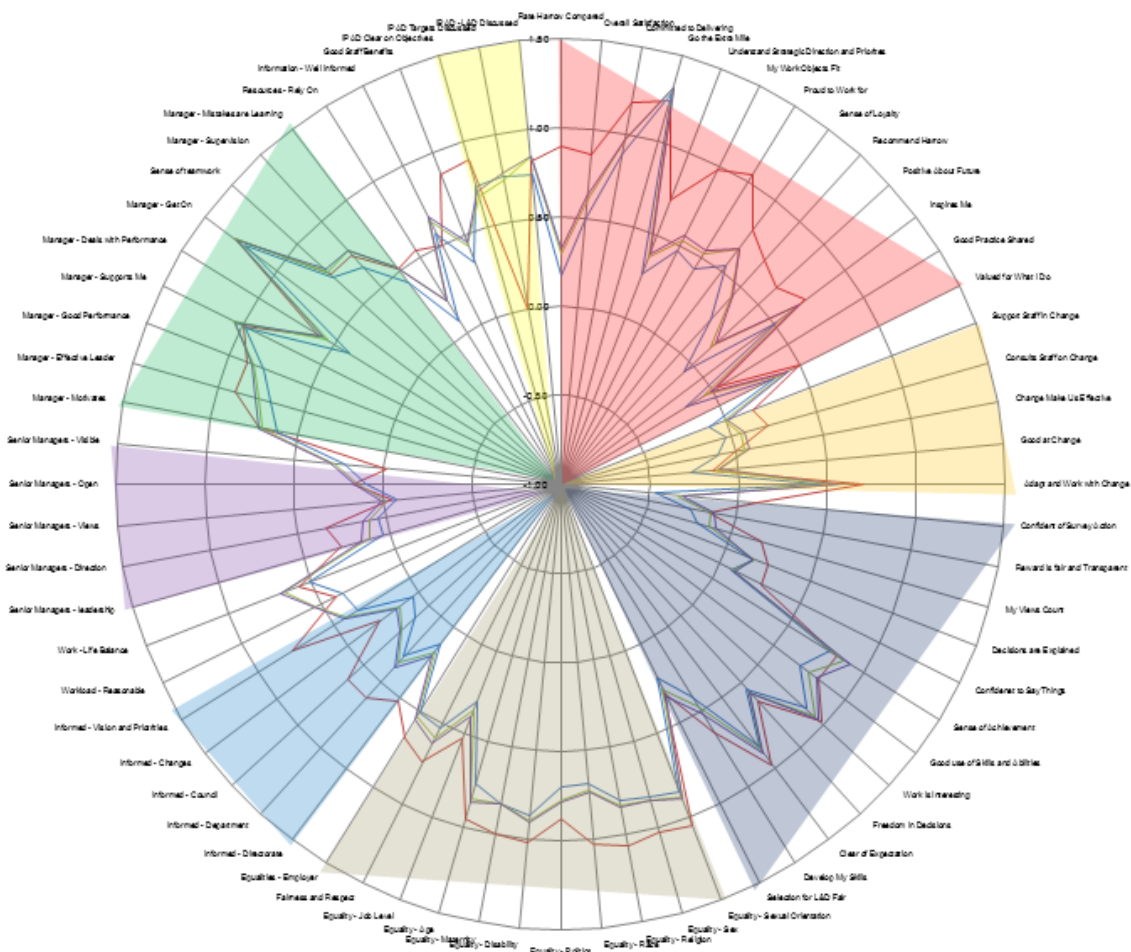


Figure 1: Community Health and Wellbeing Overall Staff Survey Result 2014

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 = Community Health and Wellbeing 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.

The overall result for the Directorate is excellent and is above the Harrow average in all indicators. However, there are variations in each of the Departments and these are discussed separately in the sections that follow. For each Department actions are listed and in the summary a timetable of combined actions given.

## 2. Adult Services

The following figure shows the staff survey result for Adult Services. The result for Adult Services exceeds that of the Harrow average and in many areas is comparable with the national benchmark.

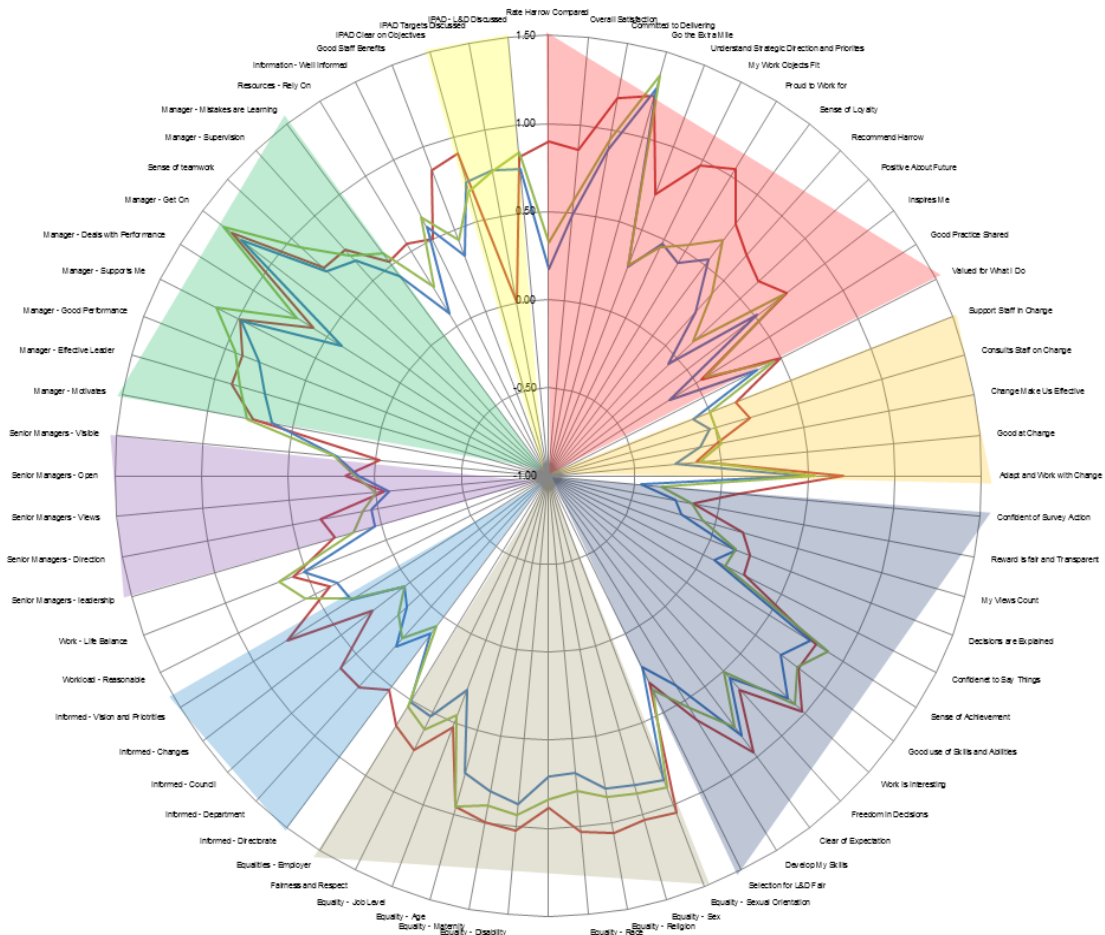


Figure 2: Adult Services Staff Survey Result 2014

Actions following the survey:

- Review of how staff are kept informed about the Directorate and its Departments. This will be completed in-line with the Corporate Communications review.
- To ensure staff are briefed about the new Appraisal process between January and March 2015 to ensure a smooth transition from IPAD in April 2015 – January to March 2015.
- To investigate how effective change can be demonstrated and improve how staff are supported through change – July to September 2015.

### 3. Community and Culture

The following figure shows the staff survey result for Community and Culture (C&C). The results for the department show a mixture of staff satisfaction. Against some indicators the result is above the Harrow average and national benchmark and in others below the Harrow average. This gives particular areas of concern against which actions are required.

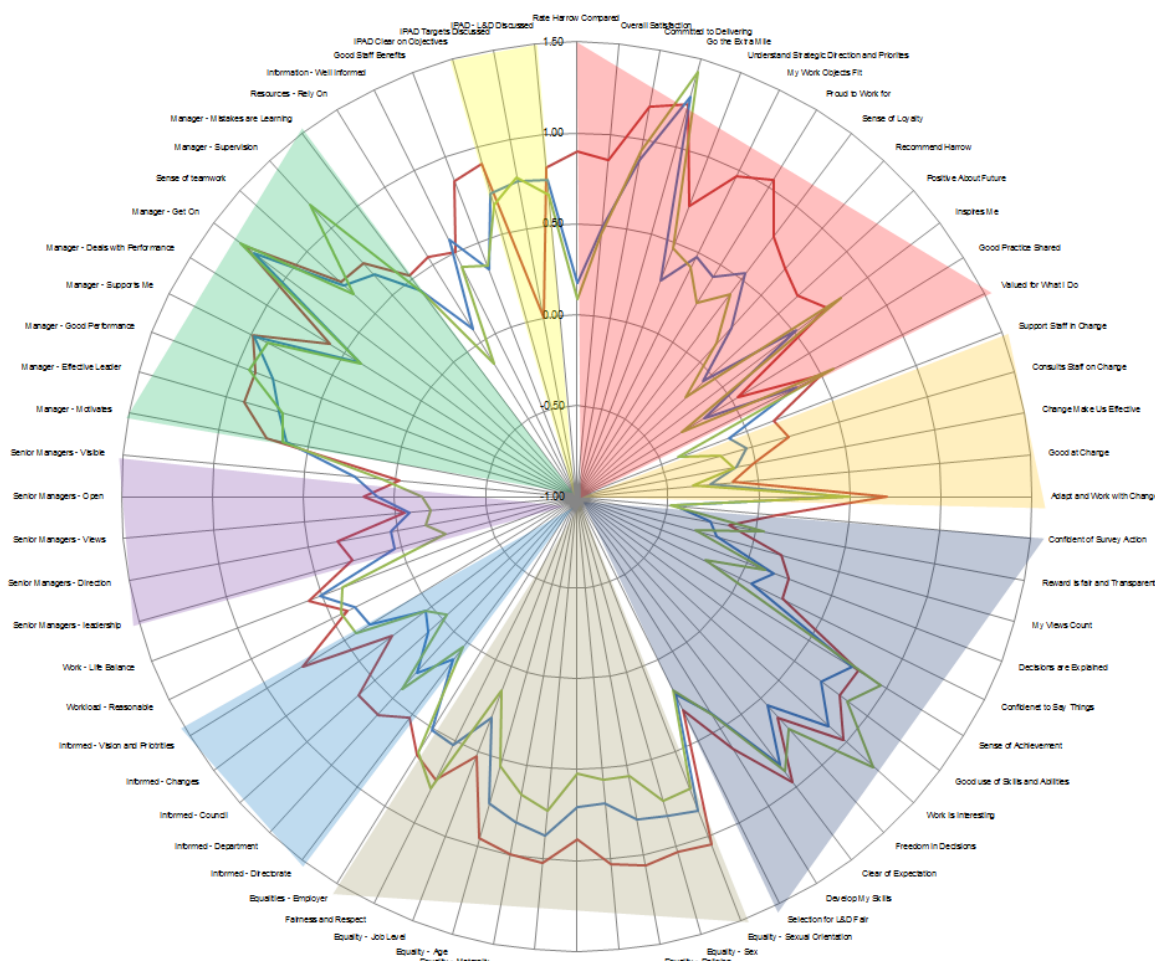


Figure 3: Community and Culture Staff Survey Result 2014

Actions possible following the survey:

- A review of how change is handled by senior management to ensure that projects follow the Councils 'protocol for Managing Change'. Noting that the Department is subject to major savings targets in 2015-16 that will result in dramatic changes in the way services are delivered – April 2015.
- Review equalities data and engage with the 'Making a Difference' group to understand the equalities satisfaction gap – January to Feb 2015.
- A review of how staff are kept informed about the Directorate and its Departments. This will need to be completed in-line with the Corporate Communications review.
- Discuss with senior managers the satisfaction gap with their performance to understand if this is reflection of the savings regime and develop improvement plans with each manager to be implemented in 2015-16 dependent on Service vision and transformation – April 2015 through the Appraisal process.

## 4. Housing

The following figure shows the staff survey result for Housing are excellent and reflect the work that has taken place since 2009 and the establishment of the Housing Ambition planning cycle. Nearly all indicators are above the Harrow average and in some cases at or above the national benchmark.

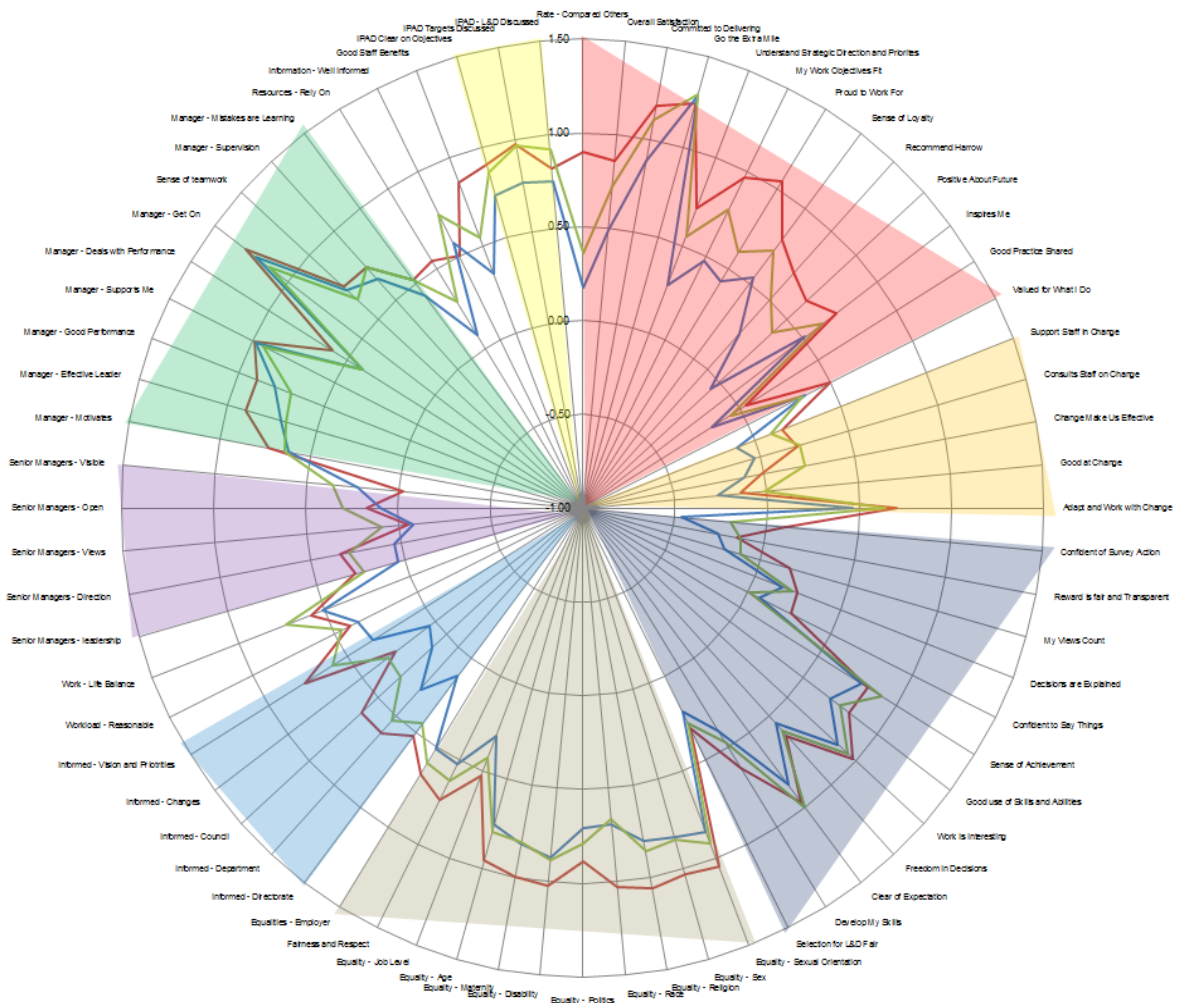


Figure 4: Housing Staff Survey Result 2014

Actions possible following the survey:

- Review management development and the skills of managers in relationship building with staff – July to September 2015.
- The 2014 results show a marked variation from previous Housing surveys that focused on satisfaction. It is intended that Housing complete an interim survey in April 2015 that focuses on what staff think about Housing alone – April 2015.

Given the results Housing requires less intervention than the other departments within Community Health and Wellbeing.

It is anticipated that Housing's people ambition plan for 2015-16 will also improve results compared to the national benchmark with its work into: Appraisal improvement, 360 Degree

Skills Mapping and Self-Assessment, Talent Management and Wellbeing programme. These activities will form part of the 2015-16 People Ambition Plan.

## 5. Public Health

The following figure shows the staff survey result for Public Health (PH). Nearly all the results are above the Harrow average and in many cases at or above the national benchmark.

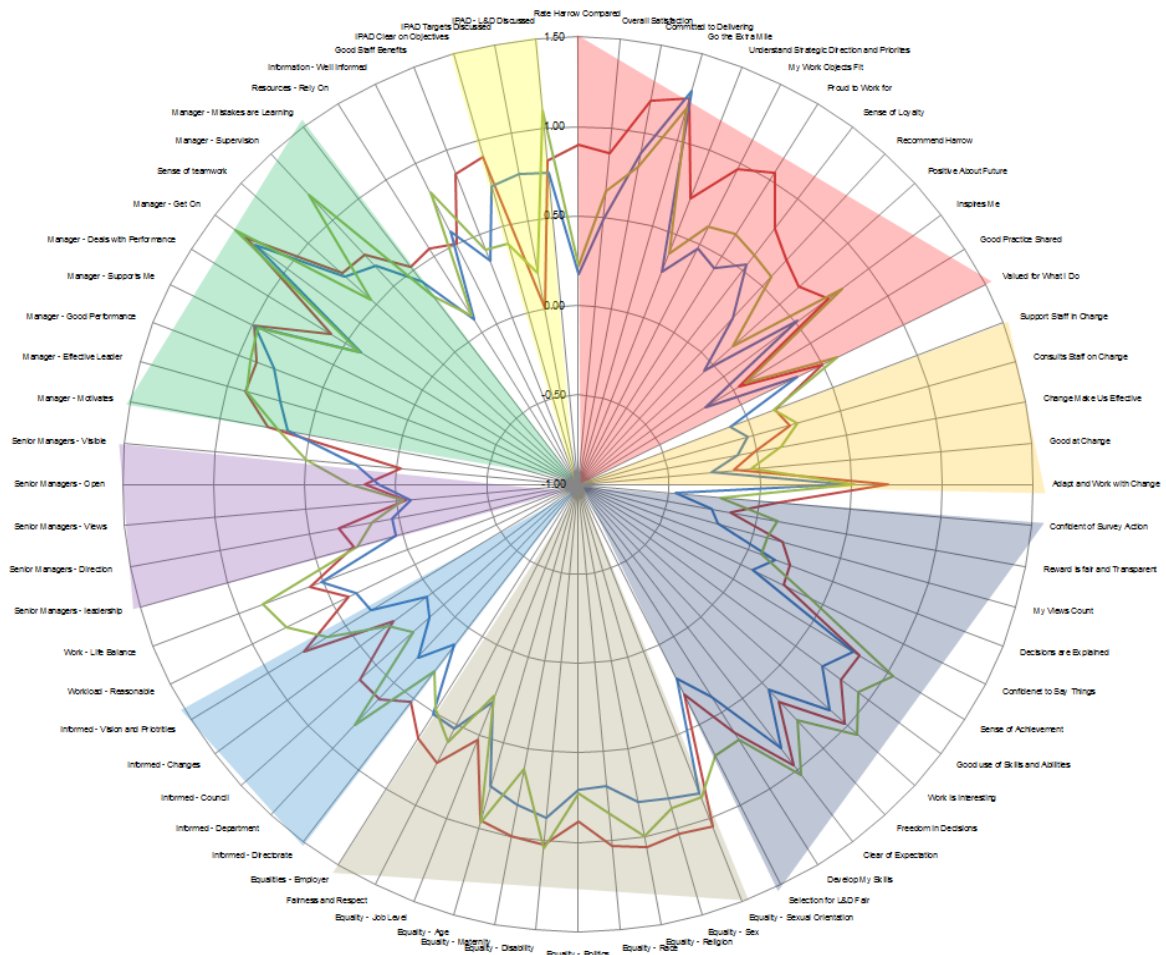


Figure 5: Public Health Staff Survey Result 2014

Actions possible following the survey:

- Develop a strategic workforce narrative with regard to development and workforce planning to impact on strategic direction – January 2015.
- Support the rollout of the new appraisal process with development focused on objective setting and outcome based work targets January to March 2015.
- Review how Public Health staff are kept informed about the Council. This to be completed in-line with the Corporate Communications review – January to March 2015.



## 6. Business Support Services

The following figure shows the staff survey result for Business Support Services (BSS). All the results versus the Harrow average are significantly lower. A number of indicators show a significant difference when compared to the Harrow average in particular: good practice is shared; confidence in action following survey, sense of achievement, selection for learning and development is fair, job level – equality, senior management quality (all indicators) and manager’s deal with performance.

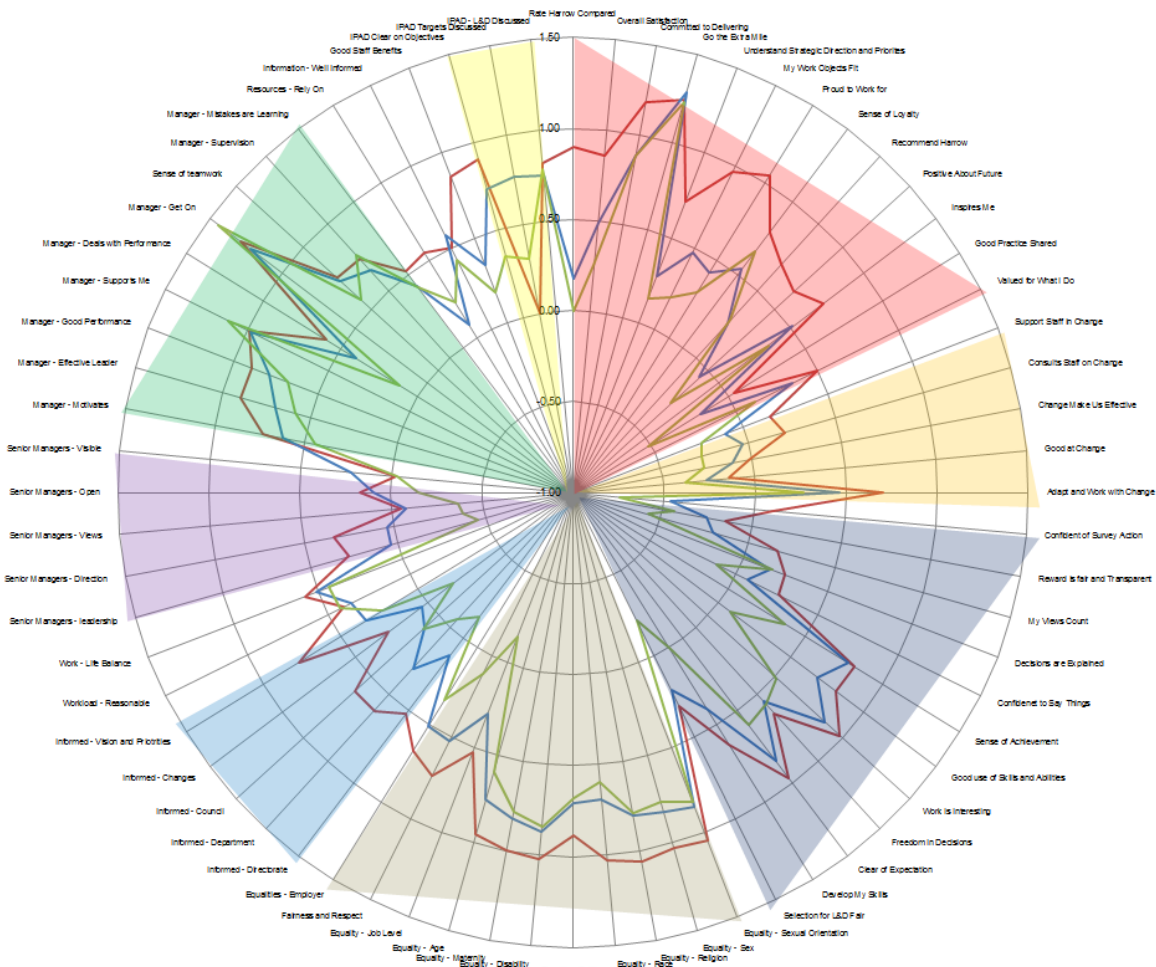


Figure 6: Business Support Services Staff Survey Result 2014

Actions following the survey:

- To set up a ‘town hall’ meeting with all staff to gain feedback and insight into the results – January 2015.
- Develop from the ‘town hall’ meeting responses and projects to deal with staff challenges – February to March 2015.
- Develop a strategic narrative ‘Ambition’ for the department and its purpose within the Council – January to March 2015.
- Review managers’ skills using a 180 degree assessment and from this develop a programme to improve abilities and approach of Senior Managers – April 2015 alongside Appraisals.

- Support the rollout of the new appraisal process with development focused on the process using the learning from the recent 121 process trial in the Directorate – March 2015.
- Develop an application process for learning and development to be trialled alongside the new appraisal process enabling the collation of a workforce development plan – April 2015 (Potential to combine with the rollout of the corporate Learning management System (Totara)).
- The base the workforce development plan on the process being embedded in Housing that focuses on 'quarters' of activity and reinforcement – April to May 2015.

## 7. Next Steps

The actions given here will be shared with and the responsibility of the CHW Workforce Development Group.

- All: Review of how staff are kept informed about the Directorate and its Departments. This will be completed in-line with the Corporate Communications review.
- Adults: To ensure staff are briefed about the new Appraisal process between January and March 2015 to ensure a smooth transition from IPAD in April 2015 – January to March 2015.
- Adults: To investigate how effective change can be demonstrated and improve how staff are supported through change – July to September 2015.
- Adults: A review of how change is handled by senior management to ensure that projects follow the Councils 'protocol for Managing Change'. Noting that the Department is subject to major savings targets in 2015-16 that will result in dramatic changes in the way services are delivered – April 2015.
- Community: Review equalities data and engage with the 'Making a Difference' group to understand the equalities satisfaction gap – January to Feb 2015.
- Community: Discuss with senior managers the satisfaction gap with their performance to understand if this is reflection of the savings regime and develop improvement plans with each manager to be implemented in 2015-16 dependent on Service vision and transformation – April 2015 through the Appraisal process.
- Housing: Review management development and the skills of managers in relationship building with staff – July to September 2015.
- Housing: The 2014 results show a marked variation from previous Housing surveys that focused on satisfaction. It is intended that Housing complete an interim survey in April 2015 that focuses on what staff think about Housing alone – April 2015.
- Public Health: Develop a strategic workforce narrative with regard to development and workforce planning to impact on strategic direction – January 2015.
- Public Health: Support the rollout of the new appraisal process with development focused on objective setting and outcome based work targets January to March 2015.
- BSS: To set up a 'town hall' meeting with all staff to gain feedback and insight into the results – January 2015.
- BSS: Develop from the 'town hall' meeting responses and projects to deal with staff challenges – February to March 2015.
- BSS: Develop a strategic narrative 'Ambition' for the department and its purpose within the Council – January to March 2015.
- BSS: Review managers' skills using a 180 degree assessment and from this develop a programme to improve abilities and approach of Senior Managers – April 2015 alongside Appraisals.
- BSS: Support the rollout of the new appraisal process with development focused on the process using the learning from the recent 121 process trial in the Directorate – March 2015.
- BSS: Develop an application process for learning and development to be trialled alongside the new appraisal process enabling the collation of a workforce development plan – April 2015 (Potential to combine with the rollout of the corporate Learning management System (Totara)).
- BSS: Base the workforce development plan on the process being embedded in Housing that focuses on 'quarters' of activity and reinforcement – April to May 2015.

It will also be the responsibility of the group to share 'people' best practice to enable departments to learn from each other and the actions given above.