

Report of the Assistant Director, Customers & Employees

Workplace Wellbeing Survey 2013: Update and Action Plans

Summary

1. The results of the Workplace Wellbeing Survey (2013) were shared with the Corporate and Scrutiny Management Committee in November 2013 that included an update report and verbal presentation.
2. This report provides Members with a further update on progress; presents the council's response to the Workplace Wellbeing Survey results and the Corporate Improvement Action Plan.

Background

3. The council undertakes a staff survey every two years as part of the commitment to examine staff opinions and encourage involvement as outlined in the Workforce Strategy 2012-15. The analysis of the survey results provides evidence against the assessment criteria as part of the Equality Framework for Local Government.
4. Members were presented with the organisational level results from the 2013 staff survey in November 2013. This presentation also detailed how the survey results had been used to date, a summary of what was done as a result of the 2011 staff survey and plans going forward.
5. By way of a recap, comparing the 2011 with the 2013 results at an organisational level demonstrates:
 - (a) A positive improvement in response to the questions asked about control of work, management and peer support and working relationships;
 - (b) The perception of staff on how the council is managing change highlighted no concerns, with the overall score remaining the same as the previous survey;

However,

- (c) The responses to the questions asked about work demands and staff understanding how their role fits in with the overall direction of the council, have deteriorated.

City of York Council's response to the 2013 survey results

- 6. Below summarises the further developments, together with further information on how the council plans to address the issues highlighted.

Summary of actions taken as a result of the 2013 survey to date

- 7. The following presents a number of further achievements since the staff survey closed in summer 2013:

(a) Leadership and communications

To improve communicating the council's key priorities and performance against these, each Director now develops and publishes a weekly blog. A summary of the key decisions taken at Council Management Team is also being developed which will be published in the monthly staff e-magazine, buzz.

(b) Wellbeing and engagement

- (i) In partnership with Public Health, Occupational Health, Trade Unions, local businesses, charities and the council's staff lottery, a health and safety week was introduced in October 2013. This promoted the importance of exercise, diet, mental health and alcohol awareness. During the week, staff also had the opportunity to ask for advice, attend drop in sessions, have a health check or take part in a quiz. Again in partnership with public health, a wellbeing calendar has being developed to promote and raise awareness of health and wellbeing (for example alcohol awareness, healthy heart and checking blood pressure).
- (ii) A new occupational health contact has now been awarded, with these arrangements in place from April 2014. This will see some services introduced that can be accessed via telephone or online such as referrals, consultations and counselling. Not only will this reduce waiting times for staff, but will make occupational health services more cost effective and also increase availability of some services.

- (iii) To enhance our approach to staff engagement, the staff survey asked for volunteers to join a focus group. A yearly programme of events has now been established for this focus group, with the next meeting taking place in spring 2014. Improvements to staff briefing sessions have been made, making these more interactive, encourage feedback from staff and also give an opportunity to share and learn from best practice. To increase engagement with senior leaders, the council ran a series of road shows in summer 2013. These road shows were led by Council Management Team and were welcomed by staff and plans are in place to run a further series of events in summer, 2014.

(c) Skills and Behaviour Development

- (i) The way the council manages and delivers learning and development has been reviewed, with all associated budgets now consolidated. The staff survey results were also used to inform and revise the Corporate Learning and Development offer. Learning and Development activities now include a variety of additional opportunities for managers and staff, i.e. in coaching, the PDR process, managing absence and disciplinary issues. Furthermore, the council have already ran a number of Building Resilience and Mindfulness courses in response to the deterioration in the staff survey results linked to how staff are coping with their work demands.
- (ii) To increase an individual's understanding of how their contribution fits in with the council's key priorities, how the council manages performance has been improved. From May 2014, Performance Development Reviews (PDRs) will include the Behavioural Standards and ratings (developed and agreed in 2013) which will also be aligned to the council's service planning cycle. In addition, the performance management module on iTrent (the council's HR and payroll system) is now built and will allow the council to monitor and report on the number of PDRs taking place.

(d) Pay, Reward and Recognition

To support those staff on lower pay, the council adopted the living wage from April 2013 and became an accredited Living Wage Employer in November 2013, with the living wage becoming a contractual supplement from April 2014. The council launched a

new staff discount scheme in October 2013, designed to support staff in making their salaries go further. To compliment this and also help staff feel valued and rewarded, a review of the existing monthly and annual staff awards is also now taking place.

Further actions planned and governance arrangements

8. The following highlights further actions and the governance arrangements put in place to drive improvement and monitor progress:

(a) **Corporate Improvement Actions**

To address the issues highlighted in the staff survey, a Corporate Improvement Action Plan has been agreed. This action plan applies to the whole organisation and takes into account the work already underway as part of the council's Workforce Strategy. A copy of the Corporate Improvement Action Plan is attached at Annex 1.

(b) **Directorate Improvement Actions**

Each Directorate has a named representative within each area. These representatives have communicated the staff survey results within their own Directorates and developed their own specific action plans. Going forward, the Directorate representatives will also support the stress risk assessment process and monitor and report on progress as per the Governance arrangements below.

(c) **Stress Risk Assessments**

Stress risk assessments and any actions arising from this process also form part of the Directorate Improvement action planning process (8 (b) above). The 2011 staff survey highlighted that additional support is needed within some service areas when undertaking stress risk assessments. How this will be addressed is detailed in the governance arrangements below.

(d) **Governance arrangements**

A topic based sub-group of the Joint Health and Safety Committee has been formed to monitor progress of the improvement action plans and oversee the stress risk assessment process. This sub-group meets quarterly and includes representatives from each Directorate, Trade Unions, Occupational Health, Human

Resources and Health and Safety, who will also receive training on the stress risk assessment process. Council Management Team will receive quarterly updates on progress, with the next one due in summer 2014.

Council Plan

9. The Workplace Wellbeing Survey assists in delivering against to the council's Workforce Strategy, underpinning the delivery of all Council Plan priorities and in particular the Core Capabilities of:

- a confident, collaborative organisation;
- completely in touch with our communities;
- relentlessly focused on our priorities.

Implications

10.

- **Financial** – none within this report, all costs are managed within existing budgets.
- **Human Resources (HR)** – as described in the report.
- **Equalities** – the staff survey was made available to all staff (excluding schools) in electronic and paper form. An equality analysis of the results confirmed there was little difference when comparing overall results with the results of specific staff groups.
- There are no specific **Legal, Crime and Disorder, IT or property implications**

Risk Management

11. Failure to undertake a staff survey and analyse/respond to the results could result in the council not achieving:

- compliance with the HSE management standards;
- Excellent status of the Equalities Framework for Local Government;
- The outcomes as set out in the Workforce Strategy.

Recommendations

12. Members are asked to note:

- a) the progress and achievements since the update in November 2013;
- b) the Corporate and Directorate improvement action plans;

Reason: To keep members informed of how the results of the staff survey are used to drive improvement in workforce related matters.

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**Report
Approved**

Date

Specialist Implications Officer(s) *None*

Background Papers:

Workforce Strategy 2012-15:





<http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=6682&Ver=4>

Previous agenda papers to this Committee

Annexes

Annex 1: Corporate Improvement Action Plan

Annex 1: Corporate Improvement Action Plan

Key		Doing very well
		Good, but need for improvement
		Clear need for improvement
		Urgent action needed

HSE MANAGEMENT STANDARDS					WORKFORCE STRATEGY ACTIONS & PROGRESS		STAFF SURVEY IMPROVEMENT ACTIONS (ALL CYC)				Measure
Theme	Issue	2013 Score	Interim Target	Desired Score	Project	Timing	Responsible Officer	Improvement Actions	Deadline	Status	
DEMANDS	Not all staff are coping with the work demands placed upon them. Particular hot spots in service areas, Chief Officers, Grades 9 to 12, managers and carers.	3.06	3.10	3.29	See further details overleaf	April 2014	Asst. Directors Heads of Service	Cascade a summary of priorities to all direct reports Service / Work planning All Heads of Service develop and communicate a 12 month service / work plan and key priorities for their service area to all team members.	June 2014 (tbc)		

DEMANDS							Heads of Service & Line Managers	Hold regular team meetings and one to ones for all team members Ensure all team members are clear about their personal and team targets and when deadlines and priorities change Ensure all team members are aware and understand opportunities to work flexibly.			
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DEMANDS				<p>Establish a comprehensive approach to performance management</p> <ul style="list-style-type: none"> - New performance management framework will encourage staff to start conversations / dialogue 	April 2014	Line Managers	<p>Performance development reviews (annual with 6 monthly interim review)</p> <p>Ensure objectives are clear and realistic and development needs are discussed and addressed through annual PDR process for all team members.</p>			<p>2,000 staff have iTrent Self Service. Monitor No. of PDRs complete from July 2014 (then every year)</p>
				<p>Progress iTrent Performance Management module. Build and design. Will allow monitoring of PDRs and where these are not taking place</p>	<p>Jan 2014</p> <p>Test Feb 2014</p> <p>Go live April 2014</p>					

DEMANDS					Training on how to conduct PDR's form part of People Manager Courses being delivered by ACAS, commissioned through WDU.	From April 2014	Line Managers				
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CONTROL	Some reports of limited control over what work staff do, speed of work, a lack of flexibility in working time and little control over breaks.	3.7	3.72	3.72	Core Learning & Development offer reviewed and currently running courses on: Effective conversations ; Introduction to coaching; coaching skills refresher. Courses will support a change in mindset and embed behaviours that promote different ways of working.	April 2014	Line Managers	Where practicable, ensure all team members have a say in the way they work.			No. of people who attend courses (every six m'ths)
							Line Managers	Help create and establish a learning environment by encouraging team members to develop new skills.			

CONTROL					<p>Also links to new framework on performance management framework (<i>as per demands above</i>).</p> <p>Offer courses on building resilience and mindfulness to help staff take control.</p>	From April 2014					
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<p style="text-align: center;">PEER SUPPORT</p>	<p>Some concerns raised regarding a lack of respect between employees and incidences of peers not willing to help or listen to work related problems;</p>	<p style="text-align: center;">3.89</p>	<p style="text-align: center;">3.89</p>	<p style="text-align: center;">3.89</p>	<p>Behavioural Standards Framework developed and launched Will embed further via performance management review (see <i>demands above</i>).</p>	<p>Sept to Dec 2013</p>	<p>All staff</p>	<p>Need to maintain score. Familiarise with the Council's values and behavioural competency framework.</p>			<p>See <i>relationships below</i>.</p>
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RELATIONSHIPS	130 of our staff report they are sometimes, often or always bullied. Some strained relationships within service areas	3.94	3.97	4.04	Relaunched training for managers re: Dignity at work as part of people manager courses.	Mar 2014	Line Managers	Encourage all CYC employees to be proactive about challenging and reporting unacceptable behaviour by promoting existing policies and support mechanisms.			Review data re formal employee relations cases raised (every 6 mths). Feed into Workforce Monitoring Report (yearly) to evaluate impact of actions.
					Jan 13 to Nov 13 statistics confirm that out of 13 formal complaints, only 1 was found. 9 were linked to other processes. This suggests a bullying culture does not exist.	Ongoing	Line Managers	Advocate appropriate learning and development opportunities to equip everyone with the skills and confidence to tackle inappropriate behaviour.			
					Publicise where staff can get advice & assistance via first contract network.	April 2014					

ROLE	Many staff are not clear what the council's priorities are and how they contribute to these.	4.14	4.18	4.31	Will be addressed with launch of PDR process (see <i>demands above</i>).		Line Managers	<p>Reaffirm how an individual's work links to the council's overall key priorities.</p> <p>Regularly review targets for individuals and check for conflicting demands.</p>			Managers record how objectives link to council priorities on revised PDR form.
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CHANGE	Not all staff are fully engaged in change. Some criticism of how we consult and communicate change and being adequately informed about what is happening around the council	3.05	3.12	3.24	Local Government Yorkshire & Humber (LGYH) reviewing current change management processes. Review aims to recommend a fresh approach to how CYC manages change, giving organisation max flexibility to keep employees engaged throughout the process.	April 2014	Line Managers	Attend learning and development opportunities re change management.			
						Line Managers	Ensure team members are offered learning and development activities to support them if their role fundamentally changes.				
						AD Transformation & Change	Links to Transformational Change Programme.				

<p style="text-align: center;">STRESS RISK ASSESSMENTS</p>	<p>Red scores within HSE management standards</p>				<p>Ensure JHSC sub-group trained on legal requirements, undertaking stress risk assessments and mediation skills. (Cost tbc by OH services).</p> <p>Ensure managers are equipped to carry out stress risk assessments - Ongoing DMT support required.</p>	<p>Mar 2014</p> <p>From Aug 2014</p>	<p>JHSC sub-group</p>	<p>Ensure all 51 service areas scoring a red undertake a stress risk assessment (as per Annex 2).</p> <p>Ensure all reasonable controls can and are being implemented.</p>	<p>January 2016</p>		<p>No. of stress risk assessments complete and improvements being progressed.</p>
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COMMUNICATION	Lack of clear consistent messages of key priorities and performance against these	TEXT COMMENTS	<i>(see wellbeing and engagement / staff focus group below).</i>		CMT	Each Director develops and communicates a weekly blog that includes their own priorities and CMT update.			As per actions listed.
	No formal mechanism for staff suggestions and ideas				OCex, CMT and Comms Team	High level summary of key decisions and discussion held at CMT to be published in buzz monthly.			
					CMT and Comms Team	Publicise monthly lunches <i>(see Leadership below).</i>			
					Business Intelligence team and Comms Team	Improve use of buzz and the intranet to communicate the council's key priorities and how we are performing against these.			

VISIBLE LEADERSHIP	A lack of visibility of senior leadership team	TEXT COMMENTS	Develop approach to Leadership Development (<i>Linked to talent management strategy - see below</i>).	Sept. 2014	CMT (<i>possibly extend to CLG</i>)	“Walking the floor” & working out on floorplates become the norm. This will help connect with staff in their own work environment and build dialogue with those who do not have regular contact with senior leaders.	Feb 2014		As per actions listed.
				April 2014					
			Roll out extended Yorkshire Accord Programme April 2014.	July 2014	CMT, Comms Team	“Meet CMT” monthly lunch. Publicise as opportunity for staff to come and have a chat.	Feb 2014		
			Evaluate Programme 2 of Service to City.		CMT (<i>possibly extend to CLG</i>)	Attend team meetings at least once a quarter in own service areas.	TBA		
					CMT	Hold a further series of staff roadshows, building on the success those held last year.	Summer 2014		

WELLBEING AND ENGAGEMENT	Work pressure affecting health Issues regarding working environment	TEXT COMMENTS	Health, Safety and wellbeing week. Effectiveness / use of resources reviewed.	Oct. to Nov. 2013	Line managers	Promote a flexible working environment and highlight any ongoing issues to JHSC sub group.	Ongoing		No. of staff who attend courses (every 6 m'ths).	
	Low participation of part time, cleaners and those not based in the city centre		Develop a programme of topic based activities.	Ongoing						Next survey (2015) shows an increase of under-represented groups taking part.
			Develop and roll out Mental Health in the Workplace for Managers and Staff.	April 2014						
			Review and update content of YOR wellbeing portal (JHSC sub group).	May 2014						

WELLBEING AND ENGAGEMENT			<p>Raise awareness of Mental Health Awareness week and relaunch and publicise YOR wellbeing portal.</p> <p>Survey asked for volunteers to join a staff focus group. Response = 150.</p> <p>Focus group to meet quarterly on specific organisational wide themes.</p>	<p>June 2014 (New – tbc)</p> <p>Apr / May 2014 and ongoing</p>					

RECRUITMENT AND RETENTION	No career progression No career pathways Do not manage or nurture talent.	TEXT COMMENTS	Develop Talent Management Strategy.	Feb 2014					Key talent identified as per talent strategy Succession plan in place for business critical roles (Dec 2014).
	Working with (LGYH) to put interventions in place to develop a talent bank and a process to promote talent in the region.		Mar 2014						

<p>SKILLS AND BEHAVIOUR DEVELOPMENT</p>	<p>A lack of and access to learning and development</p> <p>Capability of line managers</p>	<p>TEXT COMMENTS</p>	<p>Establish Development Plan in line with identified key skills.</p> <p>Launch Phase 3 of Core Skills Programme.</p> <p>Links to Talent Management Strategy and Programme above.</p>	<p>Mar 2014</p> <p>April 2014</p>					<p>Develop-ment plan in place.</p>
<p>PAY, REWARD & RECOGNITION</p>	<p>Lack of recognition for individuals and teams doing great work</p>	<p>TEXT COMMENTS</p>	<p>See review of employee recognition schemes in "Managers Support" above</p>						