

## Staff Survey Results

### Main Areas of concern

- Appraisals
- Communication
- Corporate Priorities
- Consultation Process
- Leading by Example
- Morale
- Pressure
- Stress
- Reduction in staff

### What is being done

1. There is an ongoing review of the appraisal system which will be completed by April 2016.
2. All staff briefings for major issues will be arranged, which will ensure that all staff receive the same message through team meetings.
3. The recent corporate plan review has seen staff from all areas being involved in the consultation. The individual sections will be producing their business plans over the next couple of months and these will also be aligned to the corporate plan. Lessons have been learnt in respect of how important it is to ensure staff are able to participate to ensure that there is a “sanity check” on the feasibility of the objectives.
4. In all reviews/reorganisations a process of consultation is undertaken. Some staff felt this was not robust enough and lip service was given to the process. We have an agreement with the union that we will use a particular route:
  - A business case goes to management team for consideration
  - If agreed, the union are informed
  - HR arranges a meeting with those concerned, generally a group meeting but also 1 to 1's, if required
  - The consultation process lasts for 30 days and all those concerned plus the union are invited to put their concerns/alternate proposals to the manager initiating the review
  - The manager then responds to these concerns, sometimes with alternate proposals, taking into account the views provided, or if that is not possible, the reasons why it is not possible.

This process needs to be reinforced and adhered to in order to give confidence to staff that their concerns will be taken into account. The Head of HR will provide

written guidance to all managers reiterating the requirement to use the proper route.

5. With the arrival of a new Chief Executive will come a new culture. The Head of HR will be working with the management team to support the new CE. A new management development course for all managers will be in place by July 2016.
6. Morale is a very personal thing and some staff complained of issues not being dealt with. Staff are being asked to take personal responsibility to raise any issues causing concern firstly through their line manager, but if the concern is not addressed, then to take the matter further up the management chain.
7. Pressure is again a personal thing and in general most people respond well to having some pressure. Staff are being asked to speak to their line manager in the first instance if they feel there is too much pressure, but if this does not help then to take the matter further up the management chain and also to include HR.
8. Stress is something taken very seriously and all managers and staff have been trained in respect of an awareness of the causes and symptoms of someone suffering with stress. We will continue to run such courses, but again the emphasis is on the individual speaking to their manager and asking for help and also the manager being aware and taking action when they see someone in difficulty.
9. Reduction in staffing is an ongoing issue. Again staff are being asked to flag up any difficulties when they arise with their manager, but also to take the matter up the management chain if they are not satisfied with the response they get.