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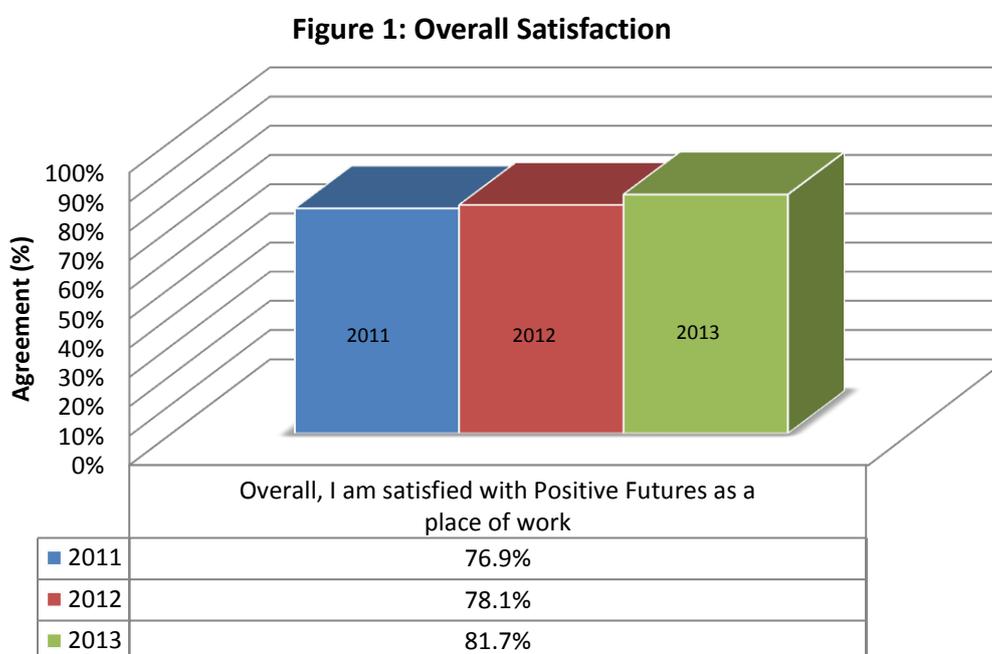
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Executive Summary

Learning from staff feedback is essential for Positive Futures' continued development as a learning Organisation. The staff survey gives all staff the opportunity to provide the Organisation with valuable feedback on a range of work related topics.

The 2013 survey was carried out during February and March 2013 and consisted of 28 quantitative and 11 qualitative questions. "Agreement" was benchmarked against comparable questions used in previous Staff Surveys. A total of 195 staff responded to the 2013 survey, a total response rate of 46%.

Overall satisfaction increased when compared to 2012.



This report is broken down into the following main categories which detail the key findings and trend comparisons made against 2011 and 2012:

- Management and Support
- ICT
- Communications
- Training
- Dealing with Support Departments in Head Office
- Reward and Remuneration
- Engagement

The 5 most agreed with statements were:

1. Q12, I understand Positive Futures' vision, mission and values (91.7%).
2. Q1, I know what is expected of me at work (87.8%).
3. Q30, I contribute to the achievement of the dreams of the people supported by Positive Futures (87.0%).
4. Q33, I am prepared to go the extra mile for Positive Futures (85.5%).
5. Q21, Positive Futures is committed to staff learning and development (84.2%).

The 5 least "agreed" with statements were:

1. Q16, The work of Positive Futures is well known in the community (55.1%).
2. Q15, The Joint Consultative Committee (JCC) is an effective means of raising / dealing with particular issues (59.7%).
3. Q9, I am satisfied with the office phone system that I am provided with to do my job (63.7%).
4. Q8, I am satisfied with the ICT software (Office, Lotus Notes etc.) I am provided with to do my job (66.5%).
5. Q22, There are sufficient training opportunities to offer development in my role (66.7%).

Management and Support

This section received strong levels of agreement amongst staff, with 87.8% of staff agreeing with the statement, "I know what is expected of me at work". This was the 2nd highest agreed with statement in the 2013 survey.

ICT

"I am satisfied with the office phone system that I am provided with to do my job" and "I am satisfied with the ICT software (Office, Lotus Notes etc) I am provided with to do my job" were reported as 2 of the 5 least agreed with statements. A range of qualitative comments referenced recent ICT problems.

Communication

"I understand Positive Futures' vision, mission and values" received the highest agreement in the 2013 survey (91.7%). The two least agreed with statements were "The work of Positive Futures is well known in the

community (55.1%)” and “The Joint Consultative Committee (JCC) is an effective means of raising / dealing with particular issues” (59.7%).

Training

The statement “I believe that Positive Futures is committed to Staff Learning and Development” received the 5th highest level of agreement in the 2013 survey (84.2%). Somewhat contrary to this was the statement “There are sufficient training opportunities to offer development in my role” which was the 5th least agreed with statement (66.7%).

Dealing with Support Departments in Head Office

Agreement with the statement “I am satisfied with the Finance Department’s dealings with me” experienced an increase whilst agreement with the statement “I am satisfied with the HR (Recruitment & Personnel) Department’s dealings with me” decreased.

Reward and Remuneration

Agreement increased with both the statements, “Positive Futures provides equal opportunities for all staff” and “The benefits package which Positive Futures offers compares favourably with other organisations of a similar nature (ie salary, Christmas bonus, holiday entitlement, other terms and conditions)”.

Engagement

The statements “I contribute to the achievement of the dreams of the people supported by Positive Futures” and “I am prepared to go the extra mile for Positive Futures” were the 3rd and 4th most agreed with statements respectively.

Conclusion

Agreement with the statements in the 2013 survey increased when compared to the already positive 2012 survey results. This was reflected in the increase in agreement with the overarching statement “Overall I am satisfied with Positive Futures as a place of work”.

Positive Futures strives to continually improve and will therefore aim to address the areas for improvement identified within this report.

Staff Survey 2013

This report highlights the findings of a Staff Survey conducted by the Business Excellence Department between February and March 2013. This was the fourth annual Staff Survey carried out within Positive Futures.

Aims

To:

- assess the anonymous views of staff throughout Positive Futures about specific areas of our Organisation.
- identify strengths and areas for improvement in order to inform business planning throughout Positive Futures.
- engage staff in a process of consultation in order to increased communication within Positive Futures.

Methodology

Each staff member received a questionnaire, which consisted of both quantitative and qualitative questions. In terms of quantitative data, a five point Likert scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) was used. "Satisfaction" was calculated and benchmarked against previous years, where possible. Service Secretaries had responsibility for distributing the questionnaires.

The total number of staff employed by Positive Futures as at March 2013 was 424. Each Service / Department was required to ensure that all staff received a questionnaire. Given the return of 195, the response rate is 46% (down from 58.9% in 2012).

Figure 2: Response Rate

Staff Grade	Number of Responses
Support Worker (inc SSW)	109
Admin	29
Manager (inc Deputies)	25
Relief / Sessional Worker	19
Senior Manager	5
Adult Placement Social Worker	2
Families Worker	3
Activity Coordinator	1
Not known	2
Total	195

Report Structure

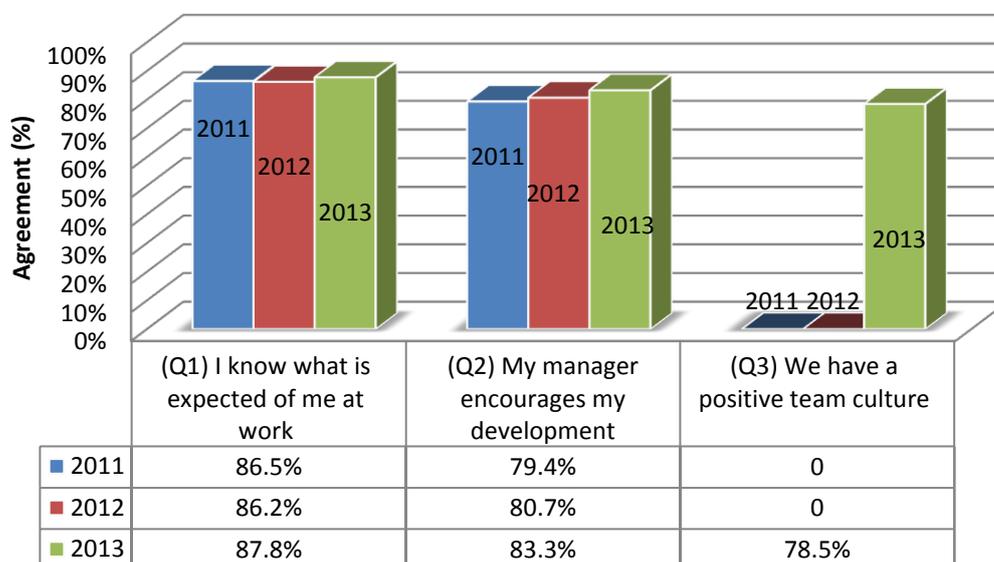
The following headings will be highlighted in this report:

- Management and Support
- ICT
- Communications
- Training
- Dealing with Support Departments in Head Office
- Reward and Remuneration
- Engagement

For each section, the report shows the overall agreement levels for the statement(s), a year on year comparison with 2011 and 2012 and a discussion of the findings for each statement.

Management and Support

Figure 3: Management and Support



"0" represents not applicable, as this question was not asked in that year.

In this section, there were 3 statements. All comparable responses to the questions showed a slight increase.

Agreement with Q1, "I know what is expected of me at work" increased by 1.6% (86.2% in 2012 to 87.8% in 2013). Agreement to Q2, "My manager encourages my development" increased by 2.6% (80.7% in 2012 to 83.3% in 2013). Q3, "We have a positive team culture", was a new question and had an agreement level of 78.5%.

For Q4, "What aspect of your manager's support do you feel work particularly well for you?" staff were required to select from the options presented (staff could select more than one opinion) from the following list:

- Practical Guidance
- Help with my learning
- Advice
- Support at difficult times
- Other.

A breakdown of the 425 responses received from staff is shown in Figure 4:

Figure 4: Aspects of Manager’s support which works well

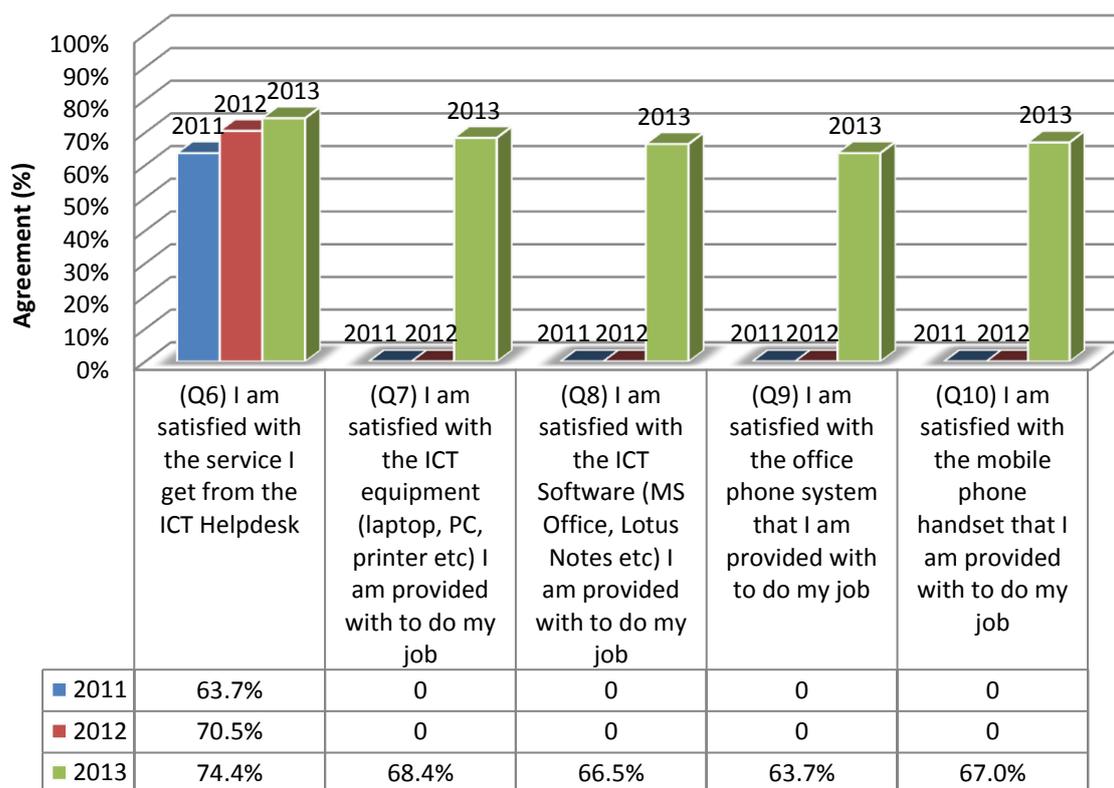
Option	Selections
Advice and guidance	146
Support at difficult times	140
Positive Feedback	100
Help with learning	71
Other	3
Total	425

The majority of staff responding to Q5, “Please state anything your manager could do to make you feel more supported”, referenced that they felt well supported by their manager and that he/she had a good working relationship with staff.

Some staff reported that their manager could have a greater appreciation of the length of time it takes to complete tasks as well as provide greater recognition for a job well done. Support Workers believed it would be good practice to have time to thoroughly read the person they support’s Person Centred Portfolio following periods of annual leave so that they would be fully aware of any changes in support needs. Other areas for improvement include managers visiting the people we support more often to identify current issues.

*“My manager is always very supportive although time with manager is always very limited due to workloads”
(Staff Comment, 2013)*

Figure 5: ICT Related Questions



In this section, there are 5 questions. Agreement with Q6, “I am satisfied with the service I get from the helpdesk” has increased by 3.9% (70.5% in 2012 to 74.4% in 2013).

Questions 7, 8, 9 and 10 were new statements for 2013, thus cannot be compared with findings from previous years. The agreement levels are detailed in Figure 5. In 2012, the agreement with the collective statement “I am satisfied with the ICT equipment and software I am provided with to do my job” was 68.2%.

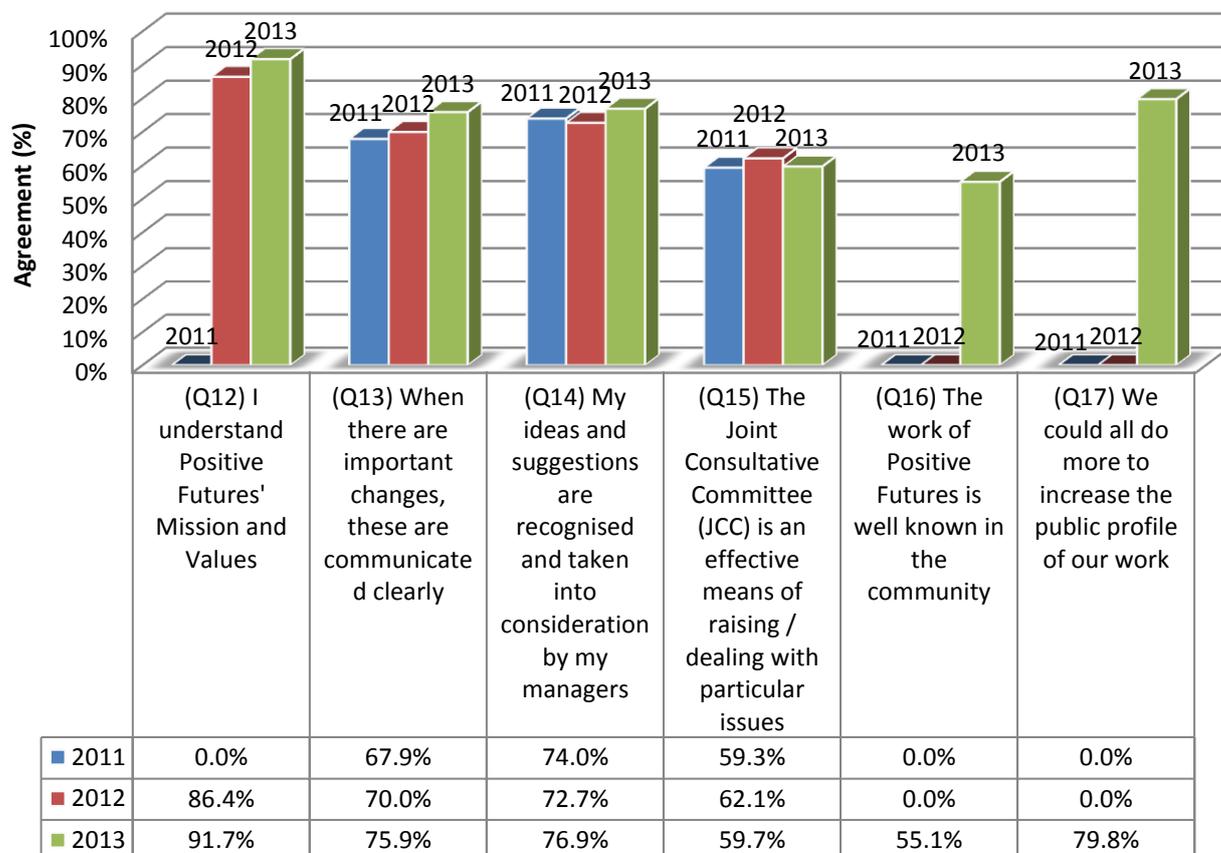
In response to Q11, “Are there any aspects of your ICT equipment / support which you feel could be improved?”, the majority of comments related to problems encountered with ICT equipment. Examples included offices phones not working, servers being down / network crashes, computers being slow / unreliable, working folders not always accessible. Staff went on to say that these problems have caused “frustration”, “a back log of work” and an “unprofessional representation” of the Organisation.

Staff noted that although the support from the ICT Department is good, it is not always available when they need it.

*“Continuous issues with the server creates a back log and is extremely frustrating”
(Staff comment, 2013)*

Communications

Figure 6: Communications



In this section, 6 questions were asked. Agreement with Q12, “I understand Positive Futures’ Mission and Values” has risen by 5.3% (from 86.4% in 2012 to 91.7% in 2013). Agreement with Q13, “When there are important changes, these are communicated clearly” has increased by 5.9% (from 70.0% in 2012 to 75.9% in 2013). Staff agreement to Q14, “My ideas and suggestions are recognised and taken into consideration by my managers” has increased by 4.2% (from 72.7% in 2012 to 76.9% in 2013). Agreement with Q15, “The Joint Consultative Committee is an effective means of raising / dealing with particular issues” has decreased by 2.4% (from 62.1% in 2012 to 59.7% in 2013). Questions 16 and 17 were new in the survey this year. The levels of agreement with Q16, “The work of Positive Futures is well known in the community” and with Q17, “We could all do more to increase the public profile of our work” were 55.1% and 79.8% respectively.

In relation to Q18, “How do you think JCC could be more effective?”, the majority of responses related to improving communication between their JCC representative and staff. Suggestions for improvement included providing feedback in Team Meetings, all staff having access to the JCC

Meeting Minutes, and a greater importance placed on the issues discussed at JCC Meetings.

For Q19, “Which aspects of Positive Futures’ communications do you feel work well?”, staff were asked to select from the opinions presented (staff could select more than one opinion). The results are presented in the table below:

Figure 6: Aspects of Communications Which Work Well

Option	Ticks
Team Meetings	184
Face to face Meetings	140
Service Newsletter	58
Text Messages	48
MD’s Briefing	46
Website	40
Conference Calling	23
CE / Trustee Service Visits	5
Other	9
Total	553

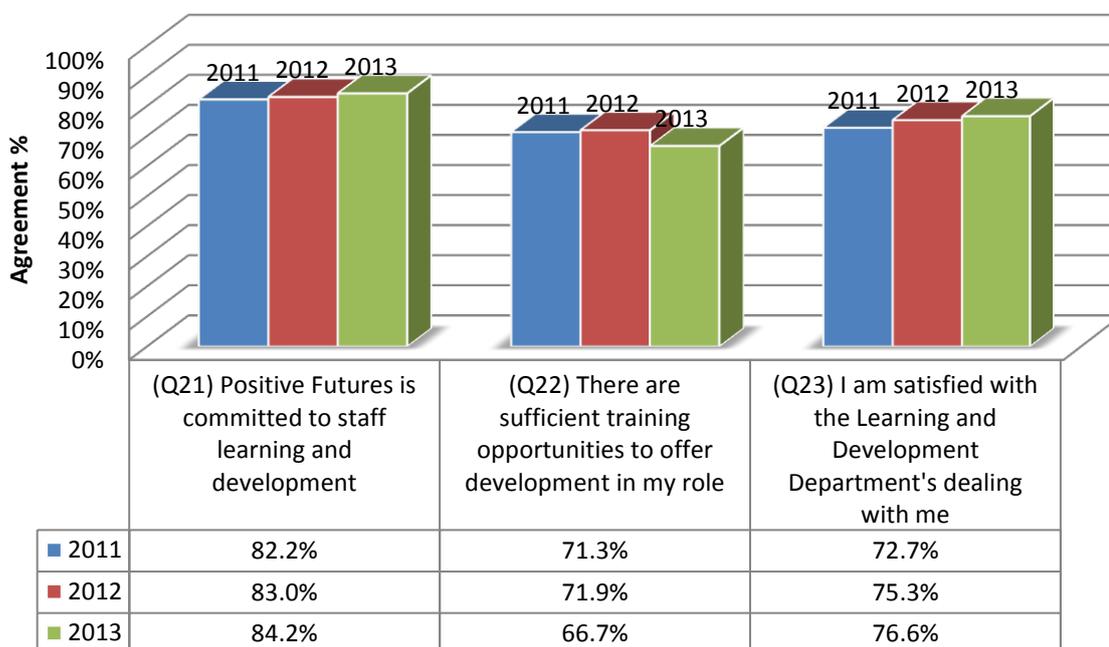
In relation to areas for improving communication, a range of suggestions were identified which included:

- Enable staff to be more aware of any major change within the Organisation, particularly in relation to changes to systems and training opportunities.
- Make greater use of memos and more up-to-date information in houses.
- Team Meetings should happen more often to ensure that staff are kept up-to-date with changes to the support which individuals receive. Team meetings should involve all staff (including relief staff, where possible).
- All staff to have their own personal work email address and electronic access to Team Minutes, Service newsletters, rotas and policies to save on printing of paper copies.

*“Team meetings involving the whole team not just a small number of team members”
(Staff comment, 2013)*

Training

Figure 7: Training



In this section there were 3 questions. Agreement with Q21, “Positive Futures is committed to staff learning and development” slightly increased by 1.2% (from 83.0% in 2012 to 84.2 in 2013). For Q22, “There are sufficient training opportunities to offer development in my role”, agreement has decreased (from 71.9% in 2012 to 66.7% in 2013). Staff agreement for Q23, “I am satisfied with the Learning and Development’s dealing with me” slightly increased by 1.3% (from 75.3% in 2012 to 76.6% in 2013). Staff identified that the Learning and Development Team were helpful, “good listeners”, “friendly”, “supportive” and “good at responding to queries” in relating to booking courses. Staff described training as being “up-to-date”, “sufficient”, “adequate” and beneficial”.

Staff responding to Q24, “How do you think learning and development opportunities could improve?” identified that they would like more training opportunities which would advance their career, information regarding training dates and locations communicated in a more timely manner and access to training profiles improved.

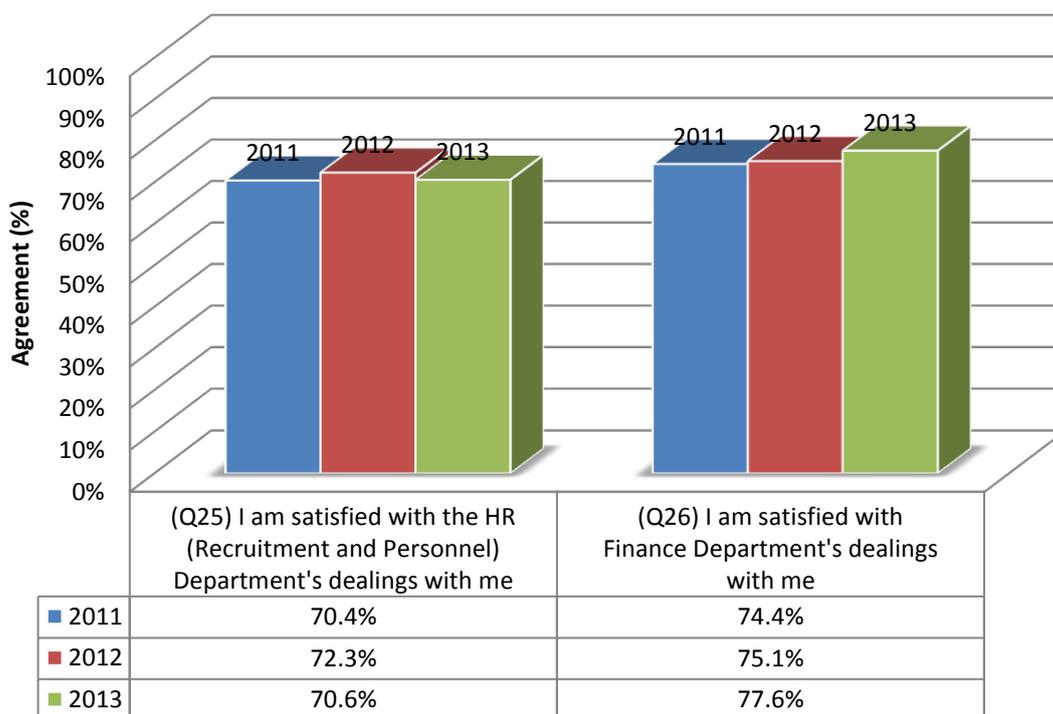
Other areas for improvement include the use of online training, organising larger training sessions, training at the evenings / weekends for relief staff and training closer to staff’s workplace (in particular staff from the Lakeland office).

Staff stated they would like to receive training in the following areas:

- Diabetes
- Autism
- Positive Behaviour Management
- Makaton
- Picture exchange communication system (PECS)
- Person centredness
- Mental capacity.

Dealing with Support Departments in Head Office

Figure 8: Dealing with Support Departments in Head Office



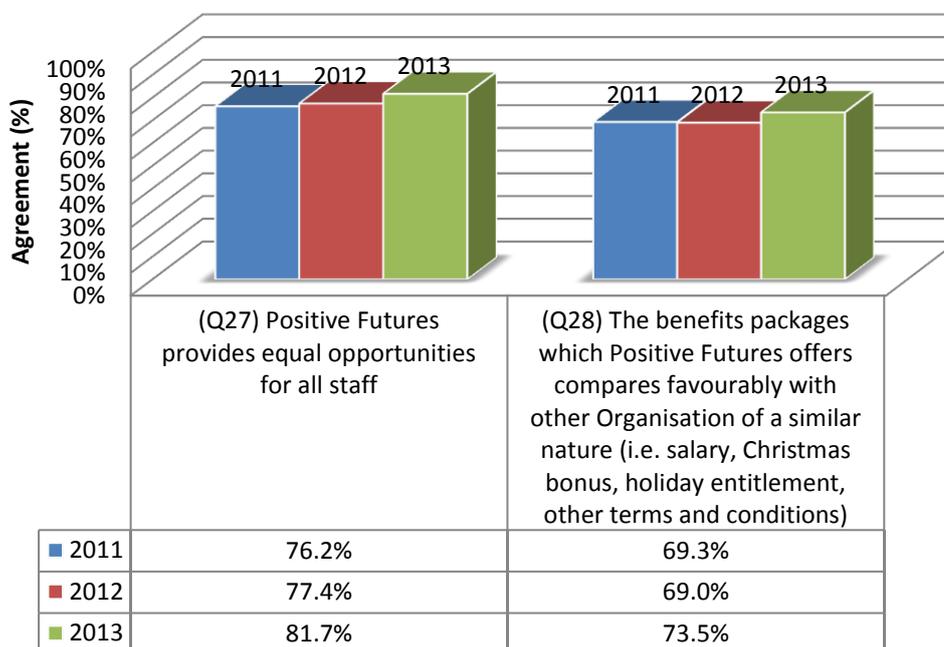
There were 2 questions in this section. Agreement with Q25, “I am satisfied with the HR (Recruitment and Personnel) Department’s dealings with me”, decreased by 1.7% (from 72.3% in 2012 to 70.6% in 2013). Identified strengths included the HR (Recruitment and Personnel) Department Team being described as being “friendly”, “helpful”, “approachable”, “pleasant” and “professional”. Staff highlighted that problems relating to recruitment were dealt with quickly and information relating to work related issues are well explained to staff.

Areas for improvement included staff receiving “conflicting” information, “inaccurate” important paperwork, “lost” documentation and a feeling that they are “not supported” through the recruitment process.

Agreement to Q26, “I am satisfied with the Finance Department’s dealing with me” increased by 2.5% (from 75.1% in 2012 to 77.6% in 2013). Staff described the Finance Department staff as being “helpful”, “polite”, “available”, “professional” and “efficient”. Areas for improvement included delays in issuing of cheques and driver authorisation as well as occasional errors on staff salary payments.

Reward & Remuneration

Figure 9: Reward and Remuneration



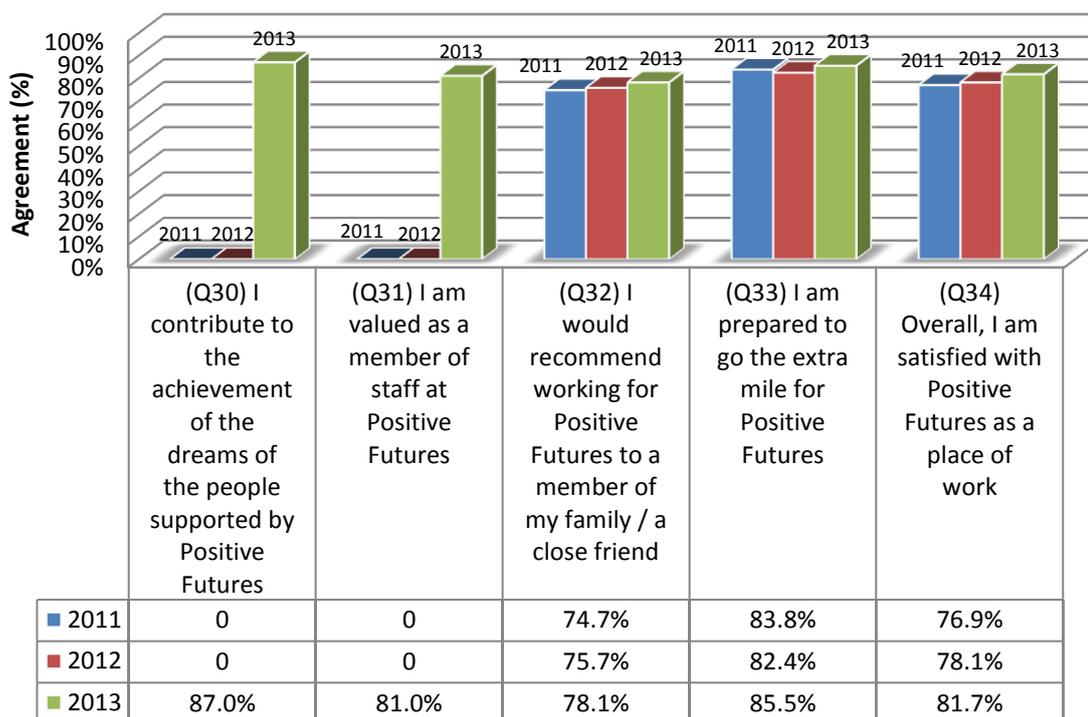
In this section, 3 questions were asked. Agreement with Q27, “Positive Futures provides equal opportunities for all staff” increased by 4.3% (from 77.4% in 2012 to 81.7% in 2013). Staff agreement with Q28, “The benefit package which Positive Futures offers compares favourably with other organisations of a similar nature (ie salary, Christmas bonus entitlement, other terms and conditions)” increased by 4.5% (from 69.0% in 2012 to 73.5% in 2013).

In response to Q29, “What improvements could be made to your benefit package?” suggestions included:

- salary increases which reflect growing responsibilities
- greater pension contributions for long serving staff
- increased travel allowance considering the increase in the cost of fuel
- additional pay for working unsociable hours
- flexi-time
- recognition for good attendance
- ability to know exactly how much annual leave entitlement they have remaining.

Engagement

Figure 10: Engagement



This section was entitled “Job Satisfaction” within the questionnaire and contained key staff engagement related questions. There were 5 questions in this section. Questions 30 and 31 were new questions this year. The agreement levels for Q30, “I contribute to the achievement of the dreams of the people supported by Positive Futures”, and Q31, “I am valued as a member of staff at Positive Futures”, were 87.0% and 81.0% respectively.

The agreement level for Q32, “I would recommend working for Positive Futures to a member of my family / a close friend” increased by 2.4% (from 75.7% in 2012 to 78.1% in 2013). Agreement with Q33, “I am prepared to go the extra mile for Positive Futures” increased by 3.1% (from 82.4% in 2012 to 85.5% in 2013). Q34, “Overall, I am satisfied with Positive Futures as a place of work” is the overarching statement within the survey and this increased by 3.6%, (from 78.1% in 2012 to 81.1% in 2013).

Staff responding to Q35, “What three things would improve your current level of satisfaction?” and Q36, “Is there anything else you want to tell us that will make us better at what we do?” identified a range of potential improvements. These included more:

- involvement in decision making
- hours to complete work

- supervision
- resources for the people we support
- opportunities for promotion
- recognition / praise
- stories about the people we support
- team building days
- focus placed on staff wellbeing
- focus on fundraising and raising the profile of Positive Futures in local communities.

Other areas included:

- doing less paperwork and spending more time with the people we support (Support Workers)
- rotas being issued as far in advance as possible.

Recommendations

The following key areas / themes for improvement were identified from throughout the 2013 Staff Survey:

- Greater efforts to raise the profile of the Organisation.
- More efficient and effective use of technology. In particular, ICT problems have caused a range of issues for staff.
- Improved communication to staff, with specific consideration given to how Team Meetings are used.
- Greater Service Manager physical presence in Services.
- Improve the Joint Consultative Committee as a means of raising / dealing with issues.
- Provide training which is more focused on the development of staff and more tailored in terms of time, date and delivery (including consideration given to e-learning).
- Consideration should be given to how staff reward and recognition could be improved.
- Greater support from HR during the recruitment process.