
Report to Housing Health and Care Committee

Date of Meeting: 25th October 2012

Subject: Joint Staff Survey 2012 (Social Services)

Report by: Acting Head of Social Service

1.0 Purpose

- 1.1. The purpose of this report is to provide the Council with a brief outline and overview of the findings from the first joint staff survey for Social Services which took place across both Clackmannanshire and Stirling Councils as part of the development of Shared Services.

The Joint staff survey was issued to all staff across Clackmannanshire and Stirling Councils in April 2012.

2.0 Recommendations

- 2.1. It is recommended that the Committee
- a) notes the results of the survey (full details attached as Appendix to this report).
 - b) notes that a staff engagement plan will be developed across the shared service
 - c) notes that the survey will be conducted again in spring 2013 and annually thereafter.

3.0 Background

- 3.1. This was the first Joint Social Services staff survey to be undertaken across Clackmannanshire and Stirling Councils. The survey was circulated as both a paper and on-line questionnaire to all staff. 208 staff completed the questionnaire giving a response rate of 29%.
- 3.2. A summary of the questions asked by the survey and the findings obtained from responses received are outlined below: -
- Question 3 Are you employed by Stirling or Clackmannanshire Council?
(*Stirling 71.6% Clackmannanshire 28.4%,*)
 - Questions 1, 2, 5 and 6 covered the type of job, length of time in employment (*54.1% have more 10 or more years service*), ethnicity (*84.5 % White Scottish*), job satisfaction?

- Question 4 What area of service are you employed in? (34.1% of respondents work in Older People Services)
 - Question 7 and 8 Staff views on achieving key service outcomes for Service Users (82% are of the view their team is successful in helping people to lead as independent a life as possible).
 - Question 9 What is the impact on people who use our services and other stakeholders? (This area had a mixed response but generally staff were of the view that service users are treated fairly).
 - Question 10 Delivery of key processes? (The responses suggest that there are good working relationships with Health, but we need to work on building relationships with Education and Housing.)
 - Question 11 How good is operational management? (63% agreed that there are clear local social work priorities and that their teams perform well against local standards and local service targets. Areas that staff identify as being of concern to them are around recruitment, workloads, and administrative support)
 - Question 12 How good is strategic leadership? (In general staff can see how their role contributes to our service priorities but there are concerns about strategic leadership of change and communications)
 - Question 13, 14 and 15 What is our capacity for improvement and what are the most important factors? (The findings relate to working conditions over the next 12 months and what factors might improve this. Responses included: - staff/team support (83%), leadership (65%), their physical environment (45%), access to IT (38%).
 - Question 16 Job Satisfaction 77% of respondents are satisfied with their job
- 3.2. The key findings which the staff who responded to the staff survey have been fed back to Service Managers. The themes that respondents view as priorities for them and would like to see addressed are: -

- communication and listening to staff
- leadership / support / supervision
- positive feedback
- changes in how we provide services
- staff sickness / staff shortages
- IT issues
- terms and conditions / overtime
- accommodation moves
- building up working relationships
- future uncertainty
- training

4.0 Sustainability Implications

- 4.1 Engaging staff through surveys is good practice and provides evidence for inspections and performance awards

- 4.2 Participation in surveys provides staff with the opportunity to contribute to the organisation as a whole.
- 4.3 Provides staff with the opportunity to give their views by contributing to service delivery and improvements, which in turn increases their 'ownership' of the services that they deliver to service users and carers
- 4.4 Staff surveys increases the individuals sense of inclusion as an enabled, empowered and valued employee of the Council

5.0 Resource Implications

5.1 *Financial Details*

5.2 There are no additional financial implications arising from this report.

Yes

Activities referred to in this report are provided within existing resources across Shared Services.

5.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4 *Staffing*

6.0 Exempt Reports

6.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported x
- Substance misuse and its effects are reduced x
- Health is improving and health inequalities are reducing x
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes N/A

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

- Joint Staff Survey 2012

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

- Joint Staff Survey 2012
- Stirling and Clackmannanshire Joint Social Services, Staff Engagement Events - Report of Staff Feedback
- Shared Service : Staff Engagement Plan

Author(s)

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Approved by

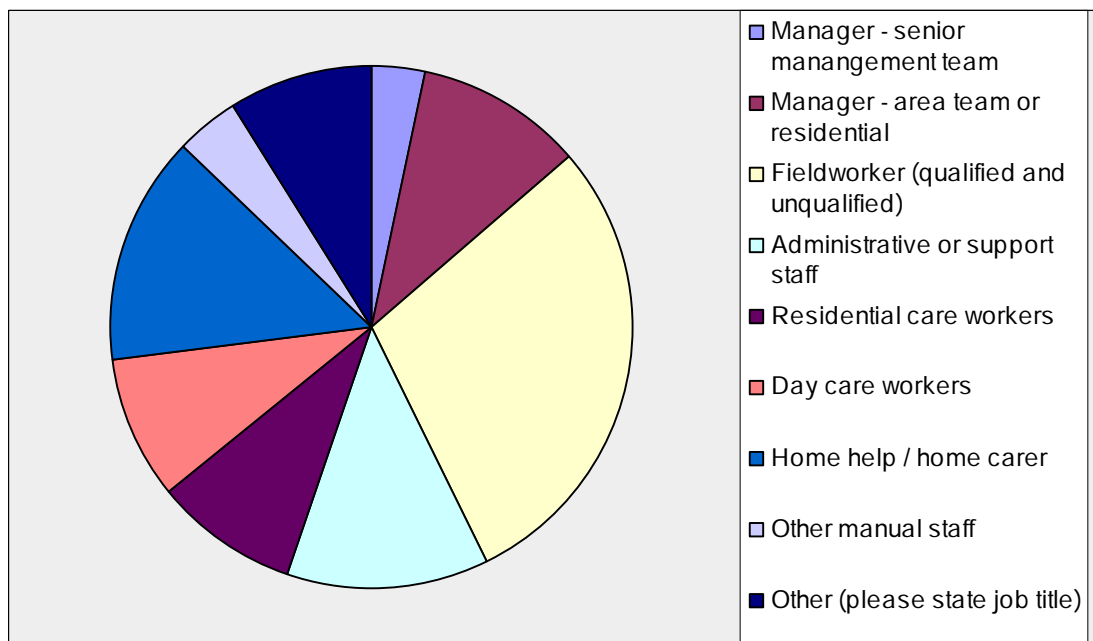
NAME	DESIGNATION	SIGNATURE
Val de Souza	Acting Head of Social Services/CSWO	Signed: V de Souza
Elaine McPherson	Chief Executive	Signed: E McPherson

Appendix Joint Staff Survey 2012

The first joint Social Services staff survey was issued in April 2012 to all Social Services staff in Stirling and Clackmannanshire Councils. 208 members of staff completed the survey questionnaire either on-line or on paper copies. This is a response rate of 29%. The following report details the findings of the survey. This information will be used to shape the staff engagement feedback action plan.

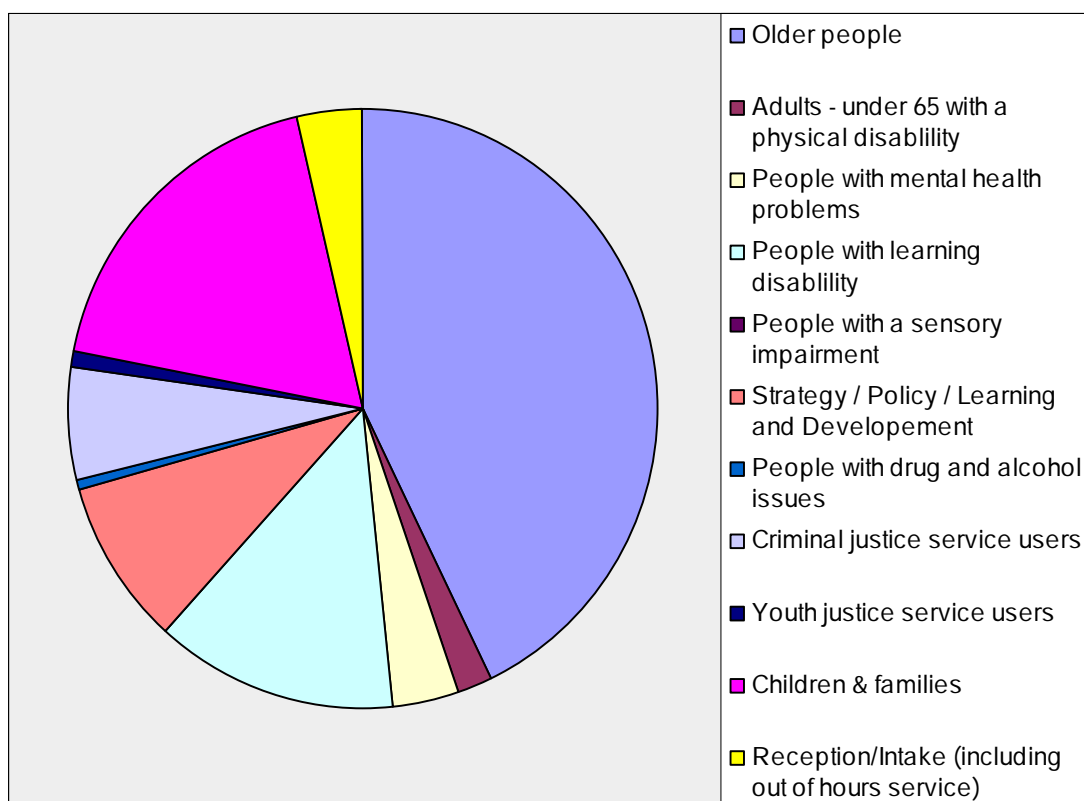
Background Information

Q1 What is your job type?



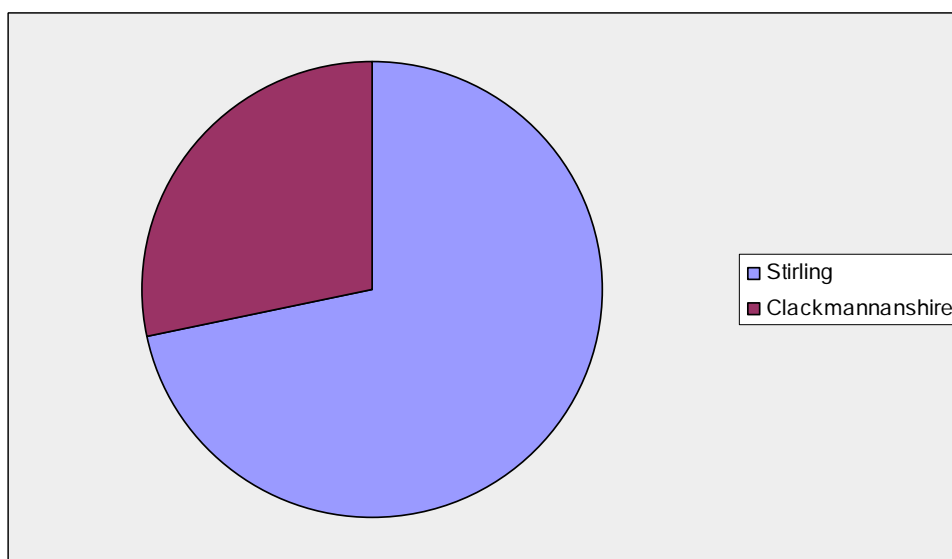
- Senior Manager 3.4%
- Manager - area team or residential 10.3%
- Fieldworker (qualified or unqualified) 28.9%
- Administrative or support staff 12.7%
- Residential care workers 8.8%
- Day care workers 8.8%
- Home help / home carer 14.2%
- Other manual staff 3.9%
- Other 8.8%

Q2 Which area of social work are you mainly involved in?



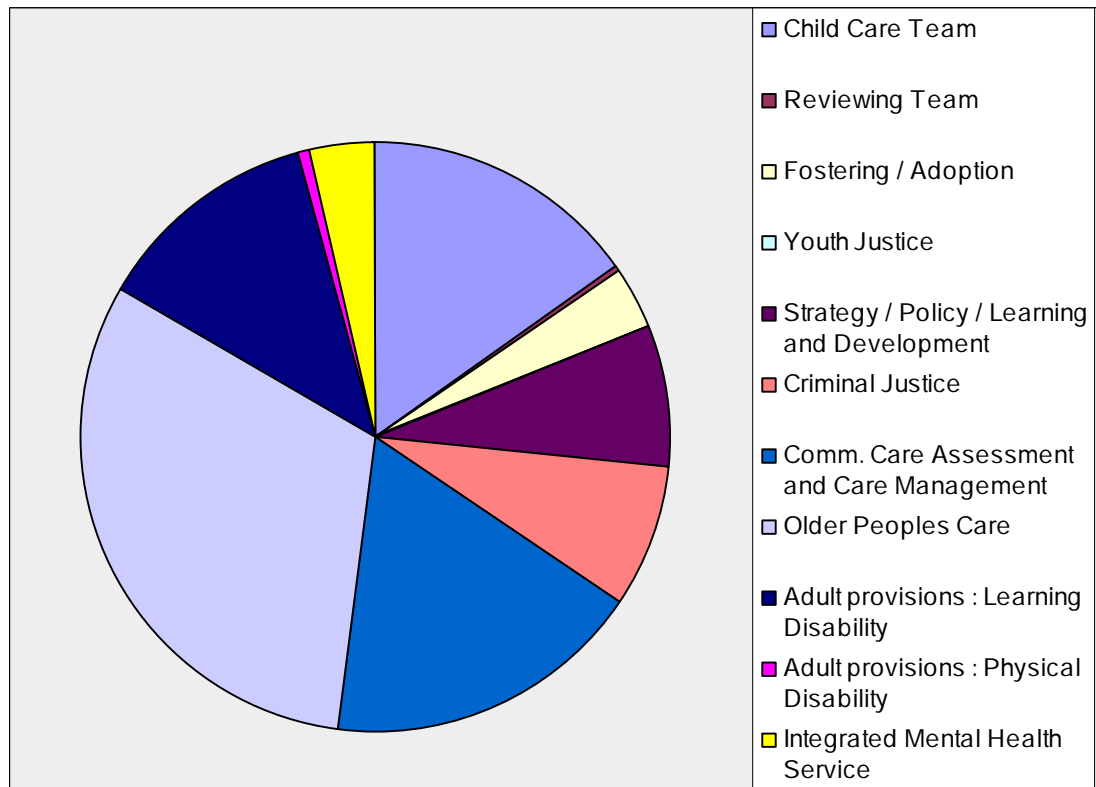
The majority of responses (42.8%) came from staff who work with older people. 18.4% of responses came from children and families staff and 13.4% came from staff who work with people with a learning disability.

Q3 Are you employed by Stirling or Clackmannanshire Council?



71.6% of respondents work for Stirling Council and 28.4% for Clackmannanshire Council.

Q4 Which area of service are you employed in?



The highest proportion (31.4%) of respondents are employed in older peoples care. Of the remainder:

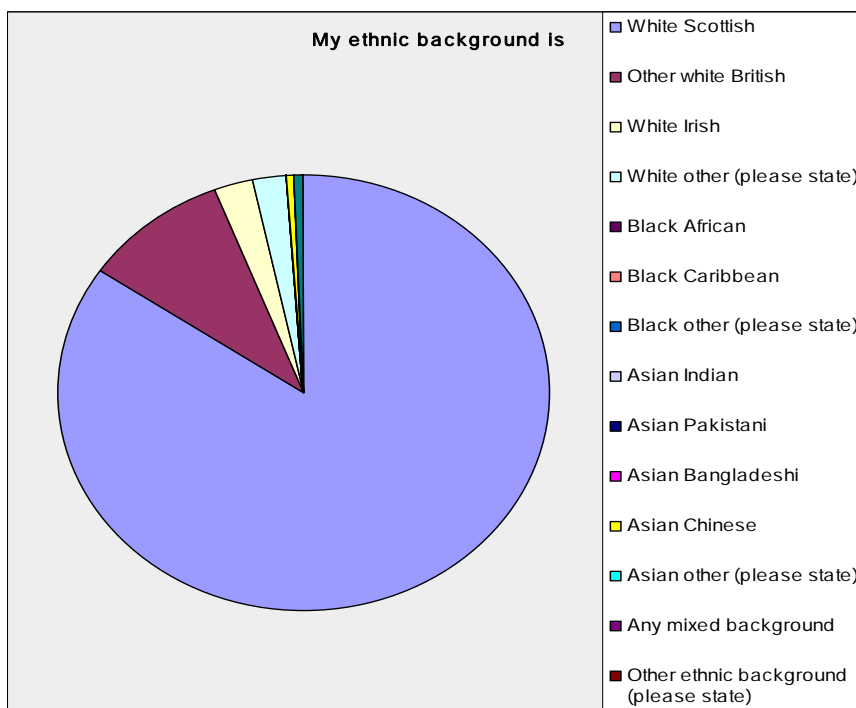
- 17.3% are employed in community care assessment and care management
- 15.2% child care
- 12.6% adult provisions - learning disability
- 7.9% strategy, policy, learning development
- 7.9% criminal justice
- 3.7% integrated mental health
- 3.1% fostering / adoption
- 0.5% reviewing team
- 0.5% adult provisions - physical disabilities

Q5 Number of Years in Social Work Employment



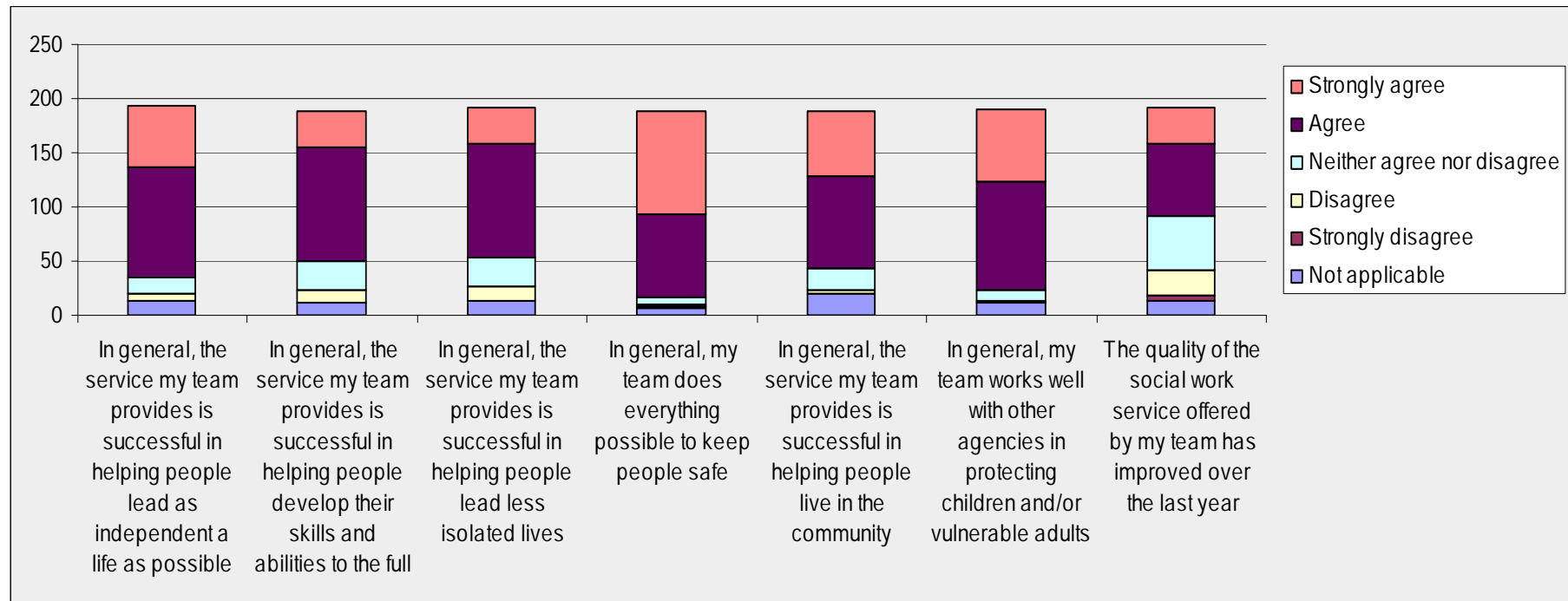
Over half of the respondents (54.1%) have worked in social services for 10 years or more. 26.3% have between 5 and 9 years experience, 11.2% have between 2 and 4 years experience and only 8.3% have worked in social services for less than 2 years.

Q6 Ethnic Background



The vast majority of respondents (84.5%) are White Scottish. 9.7% are other White British, 2.4% are White Irish and 2.4% consider themselves to be White Other. We have low representation of other ethnic group.

Q7 Outcomes Information



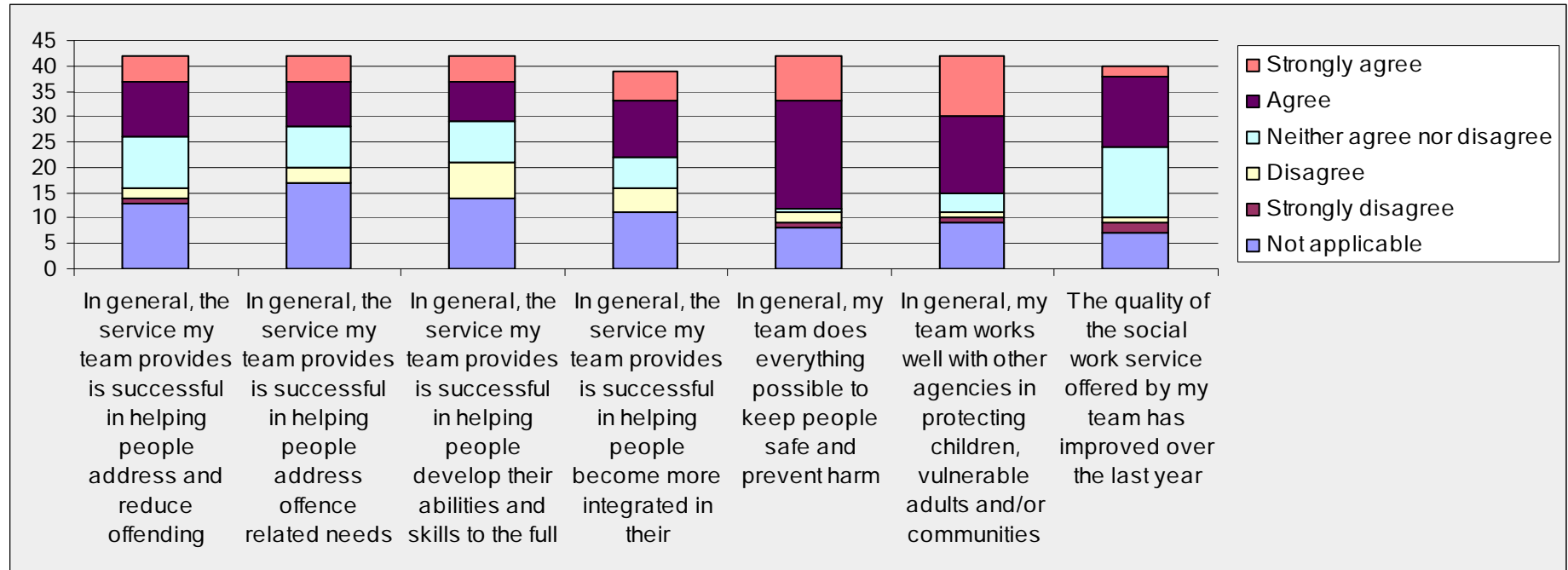
This question asked staff their views on achieving key outcomes. Criminal Justice staff skipped this question and moved on to question 8 which directly related to their area of work.

Key Findings. Of the staff responding to this survey:

- 82% agree or strongly agree that the service their team provides is successful in helping people to lead as independent life as possible. 4% disagree.
- 74% agree or strongly agree that the service their team provides is successful in helping people develop their skills and abilities to the full. 6% disagree.
- 72% agree or strongly agree that the services their team provides is successful in helping people to lead less isolated lives. 7% disagree.
- 91% agree or strongly agree that their team does everything possible to keep people safe. 2% disagree.
- 77% agree or strongly agree that the service their team provides is successful in helping people to live in the community. 2% disagree.
- 84% agree or strongly agree that their team works well with other agencies in protecting children and/or vulnerable adults. 2% disagree.
- Just over half (53%) agree or strongly agree that the quality of the social work service offered by their team has improved over the last year. A large proportion of respondents (26%) neither agreed or disagreed and 15% disagreed or strongly disagreed with the statement

This shows that teams are working well to provide good outcomes for our service users. However, a much smaller majority of staff agree that our service quality has improved over that past 12 months.

Q8 Outcomes Information for Criminal Justice

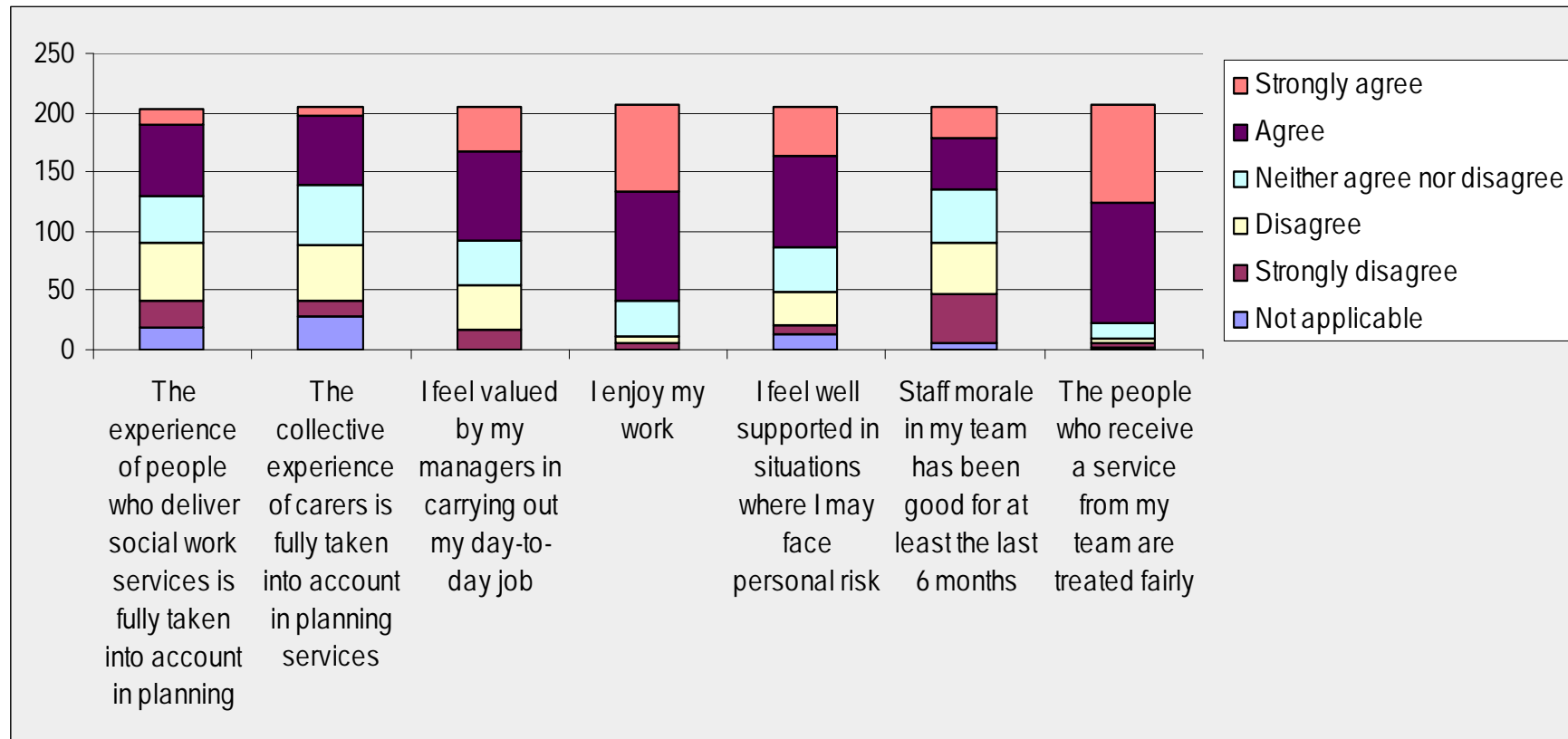


Note: Evidence from this question may not be a true reflection of the views of Criminal Justice staff. The number of responses received indicate that this question was completed by some staff who are not employed in criminal justice. Measures will be put in place to make the questionnaire clear next year.

Key Findings: Of the Criminal Justice staff responding:

- 38% agree or strongly agree that the service their team provides is successful in helping people address and reduce offending behaviour. This figure seems low but must be taken in context, as 31% felt this question was not applicable to them and 24% gave no opinion. Only 7% of respondents disagreed or strongly disagreed with the statement.
- One third (33%) agree or strongly agree that the service their team provides is successful in helping people address offence related needs e.g. addiction. The majority of respondents (41%) felt this question was not applicable to their work. 7% disagreed with the statement
- 31% agree or strongly agree that the service their team provides is successful in helping people develop their abilities and skills to the full. Again the majority (33%) felt this question was not applicable. 17% disagreed with the statement.
- 44% agree or strongly agree that the service their team provides is successful in helping people to become more integrated in their communities. 13% disagreed with the statement.
- 71% agree or strongly agree that their team does everything possible to keep people safe and prevent harm. 7% disagreed.
- 64% agree or strongly agree that their team works well with other agencies in protecting children, vulnerable adults and/or communities. 5% disagree and 21% felt this question was not applicable to them.
- 40% agree or strongly agree that the quality of the social work service offered by their team has improved over the last year. 35% gave no opinion either way and 8% disagreed.

Q9 Impact on People who use our Services and Other Stakeholders



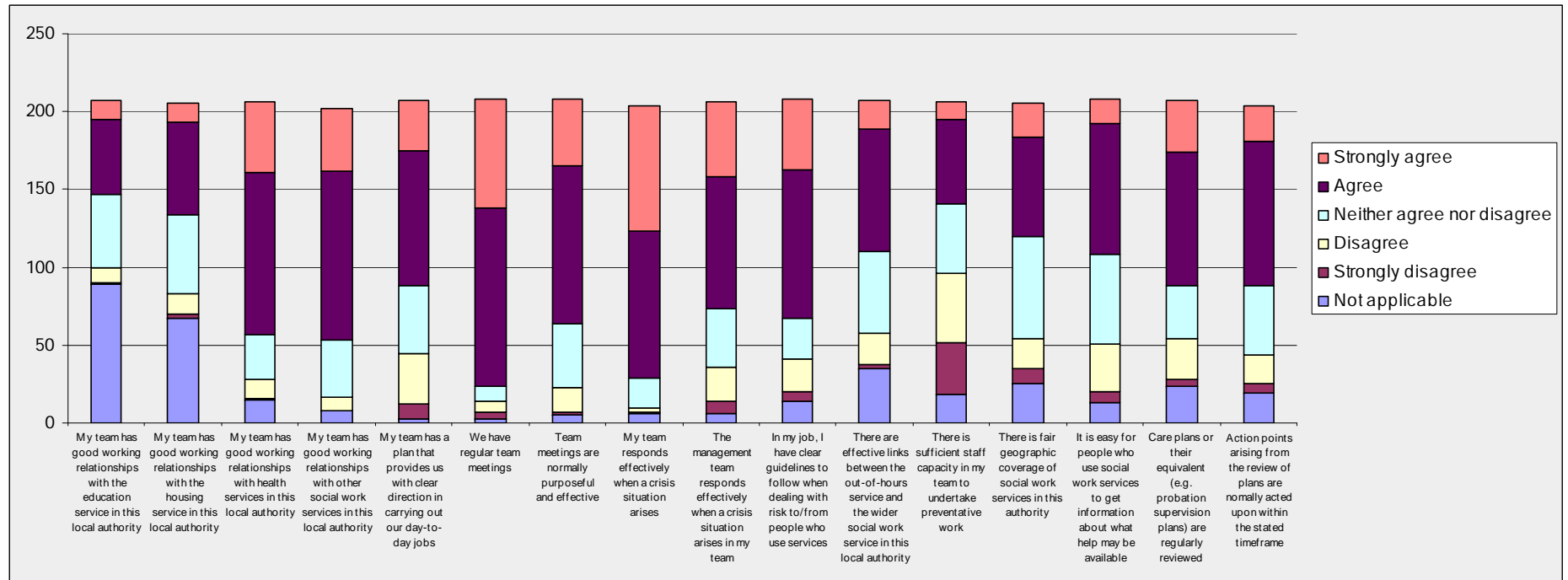
Key Findings: Of the staff responding:

- 36% agree or strongly agree that the experience of people who deliver social work services is fully taken into account in planning services. However, a similar proportion (35%) disagree or strongly disagree with this statement

- 32% agree or strongly agree that the collective experience of carers is fully taken into account in planning services. 29% disagreed or strongly disagreed
- 55% agree or strongly agree that they feel valued by their manager in carrying out their day-to-day job. 27% disagree or strongly disagree
- 80% agree or strongly agree that they enjoy their work with only 6% disagreeing or strongly disagreeing
- 57% agree or strongly disagree that they feel well supported in situations where they may face personal risk. 17% disagree or strongly disagree
- 34% agree or strongly agree that staff morale in their team has been good for the last 6 months. However, a larger proportion (42%) disagree or strongly disagree
- 89% agree or strongly agree that the people who receive a service from their team are treated fairly. 3% disagree.

The evidence shows that a high number of our staff enjoy their job and feel that our service users are treated fairly. However, current levels of staff morale are more concerning.

Q10 Delivery of Key Processes



Key Findings: Of the staff responding:

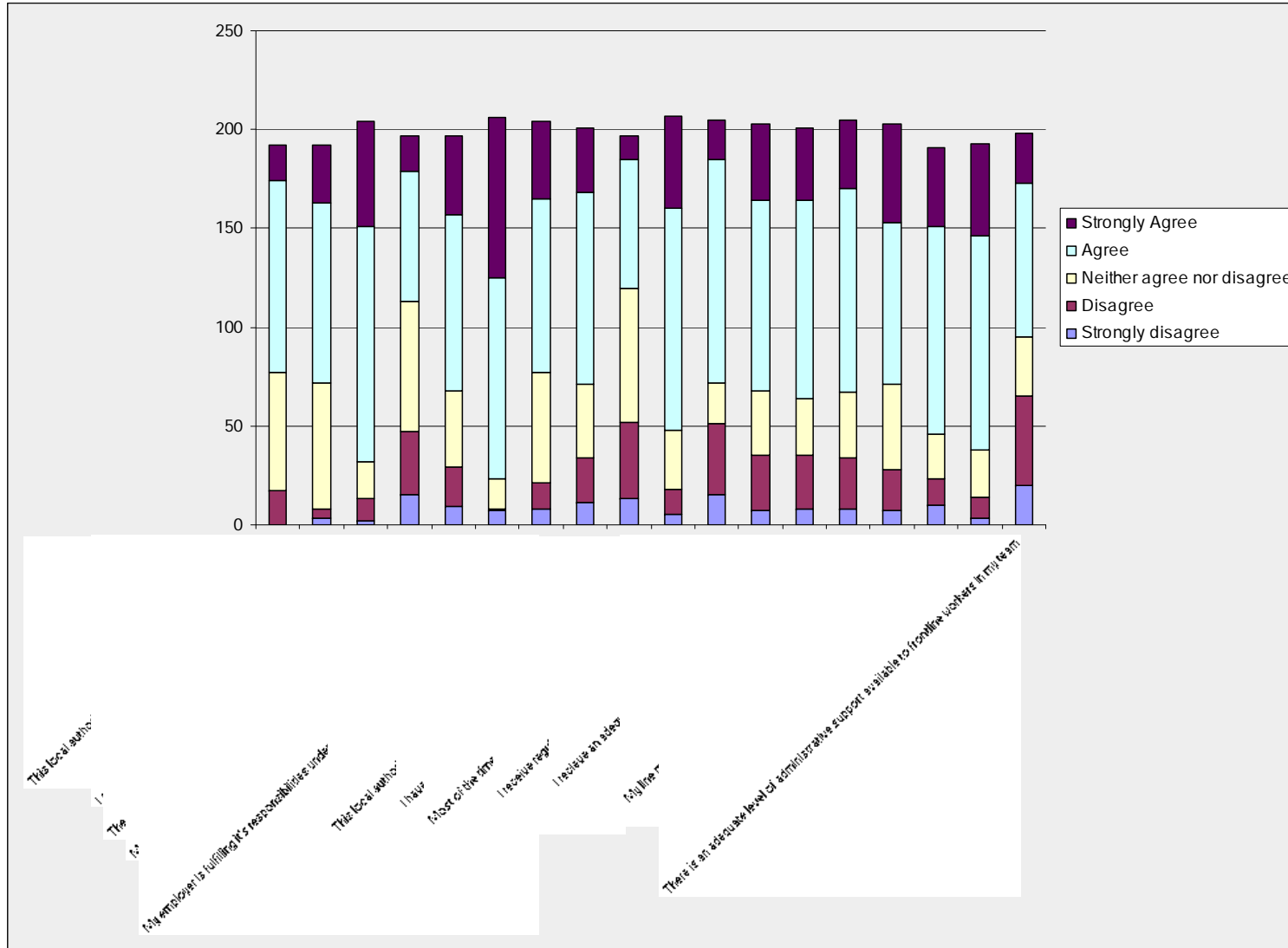
- 29% agree or strongly agree that their team has a good working relationship with the education service. Only 5% disagreed
- 35% agree or strongly agree that their team has a good working relationship with the housing service. 8% disagree or strongly disagree
- 72% agree or strongly agree that their team has a good working relationship with health services. 6% disagree
- 74% agree or strongly agree that their team has a good working relationship with other social work services. 5% disagree
- 58% agree or strongly agree that their team has a plan that provides them with clear direction in carrying out their day-to-day jobs. 20% disagree or strongly disagree
- 89% agree or strongly agree that they have regular team meetings. 5% disagree
- 69% agree or strongly agree that team meetings are normally purposeful and effective. 5% disagree.

- 86% agree or strongly agree that their team responds effectively when a crisis situation arises. Only 2% disagree
- 68% agree or strongly agree that they have clear guidelines to follow when dealing with risk to/from people who use services. 13% disagree or strongly disagree
- 47% agree or strongly agree that there are effective links between the out-of-hours service and the wider social work service. 11% disagree
- 32% agree or strongly agree that there is sufficient staff capacity in their team to undertake preventative work. However, a great proportion (38%) disagree with this statement
- 41% agree or strongly agree that there is fair geographical coverage of social work services. 14% disagree
- 48% agree or strongly agree that it is easy for people who use social work services to get information about what help may be available. 18% disagree
- 57% agree or strongly agree that care plans are regularly reviewed. 15% disagree
- 57% agree or strongly agree that action points arising from the review of plans are normally acted upon within stated timeframe. 12% disagree

The evidence shows that we have a good working relationship with Health and other Social Services but we need to work on building up relationships with Education and Housing.

Teams respond well to crisis situation but there are some staff concerns about the capacity to take on preventative work.

Q11 How Good is Our Operational Management?

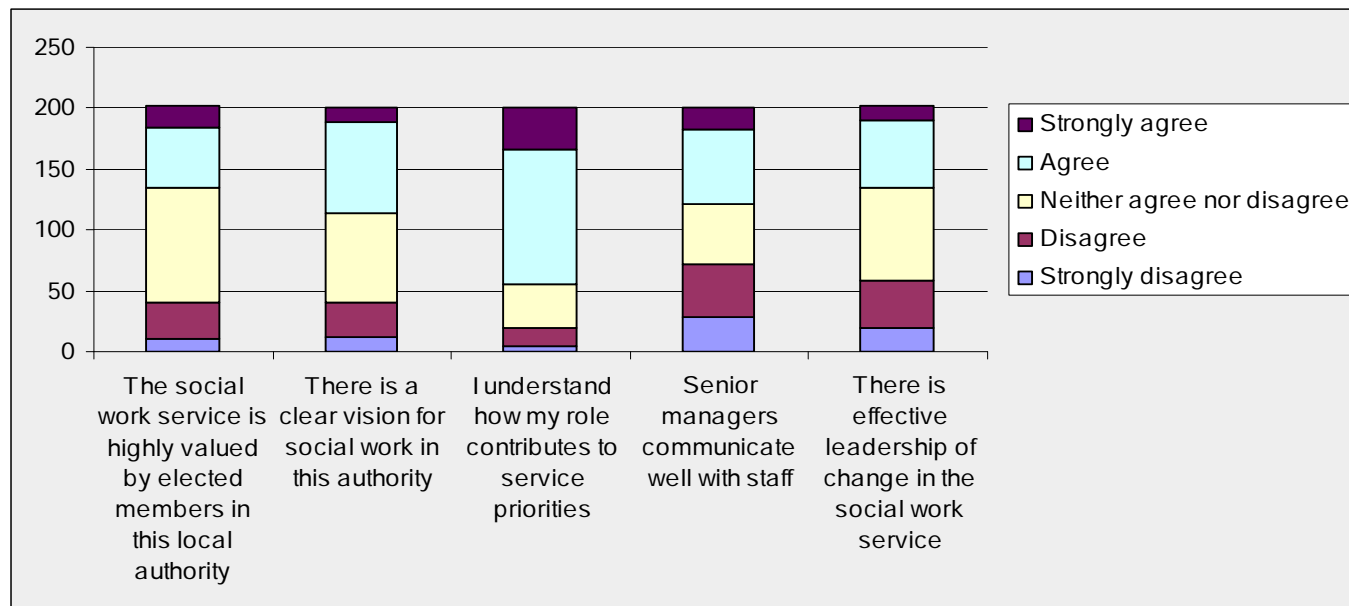


Key Findings: Of the staff responding:

- 60% agree or strongly agree that their local authority has a clear set of local social work priorities. 9% disagree.
- 63% agree or strongly agree that their team performs well against local service targets. 4% disagree.
- 84% agree or strongly agree that they are aware of the standards that they are expected to follow. 6% disagree.
- 42% agree or strongly agree that the annual appraisal system helps them improve the way they do their job. 24% disagreed with this statement.
- Two thirds (66%) agree that their employer offers flexible working practices which make their job easier to manage. 15% disagree.
- 89% agree or strongly agree that they are aware of their responsibilities set out in the Code of Practice for Social Service Worker. 4% disagree.
- 62% agree or strongly agree that their employer is fulfilling it's responsibilities under the Code of Practice for Employers. 10% disagree
- 65% agree or strongly agree that they feel empowered to do their job effectively. 17% disagree.
- Only 39% agree or strongly agree that their local authority is able to recruit sufficient staff in their area of social work. 26% disagree.
- 77% agree or strongly agree that they have received adequate training to fulfil the responsibilities of their job. 9% disagree.
- 65% agree or strongly agree that most of the time their workload is manageable within normal working hours. A quarter (25%) of respondents disagree.
- 67% agree or strongly agree that they receive regular supervision in line with minimum service standards. 17% disagree.
- A similar proportion, 68% agree or strongly agree that they receive an adequate level of supervision in undertaking their role. 17% disagree
- 67% agree or strongly agree that they are satisfied with the supervision they receive. 17% disagree.
- 65% agree or strongly agree that their manager demonstrates strong and inclusive leadership skills. 14% disagree.
- 76% agree or strongly agree that they are aware of their responsibilities with regard to financial matters. 12% disagree.
- 80% agree or strongly agree that they make best use of information technology in their day-to-day job. 7% disagree.
- 52% agree or strongly agree that there is an adequate level of administrative support available to frontline workers in their team. A third (33%) of respondents disagreed with this statement.

The evidence shows that staff are aware of the standards that they are expected to follow and their responsibilities set out in the Code of Practice. However, there are some concerns around recruitment, workloads and administrative support.

Q12 How Good is our Strategic Leadership?



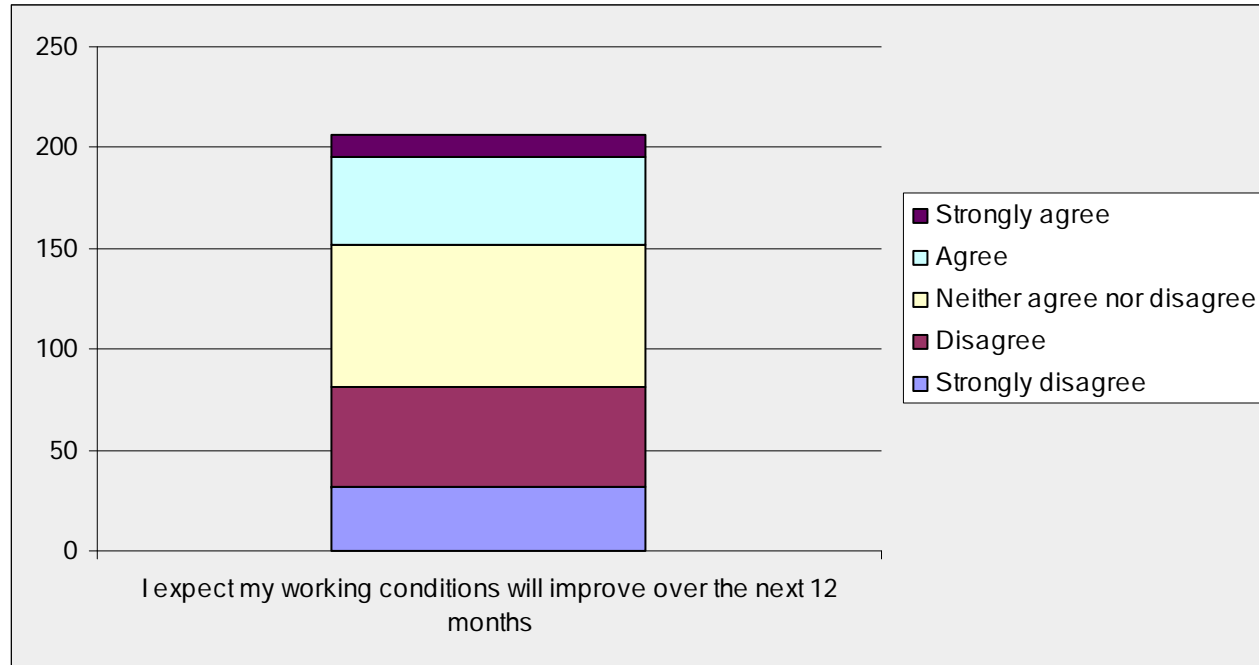
Key Findings: Of the staff responding:

- 34% agree or strongly agree that the social work service is highly valued by elected members in their local authority. Almost half (46%) of respondents gave no opinion and 20% disagreed.
- 43% agree or strongly agree that there is a clear vision for social work in their authority. Again, a high proportion (37%) gave no opinion and 20% disagreed.
- 73% agree or strongly agree that they understand how their role contributes to service priorities. 10% disagree.
- 40% agree or strongly agree that senior managers communicate well with staff. A quarter (25%) gave no opinion and over a third (36%) disagreed.
- A third of respondents (33%) agreed or strongly agreed that there is effective leadership of change in the social work service. 38% gave no opinion and 29% disagreed.

In general, staff can see how their role contributes to our service priorities but there are concerns about strategic leadership of change and communications.

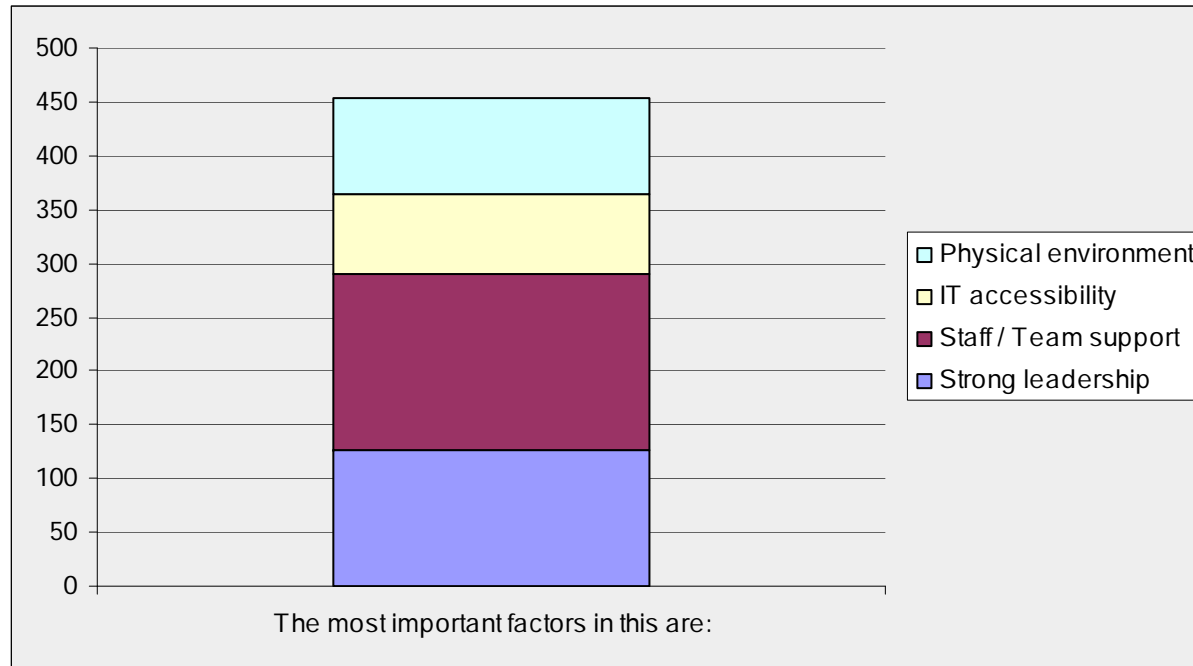
Q13 What is our Capacity for Improvement?

This question asked staff if they expected their working conditions to improve over the next 12 months:



The majority of respondents (39%) disagreed or strongly disagreed that they expected their working conditions to improve over the next 12 months. 35% gave no opinion and 26% agreed with the statement.

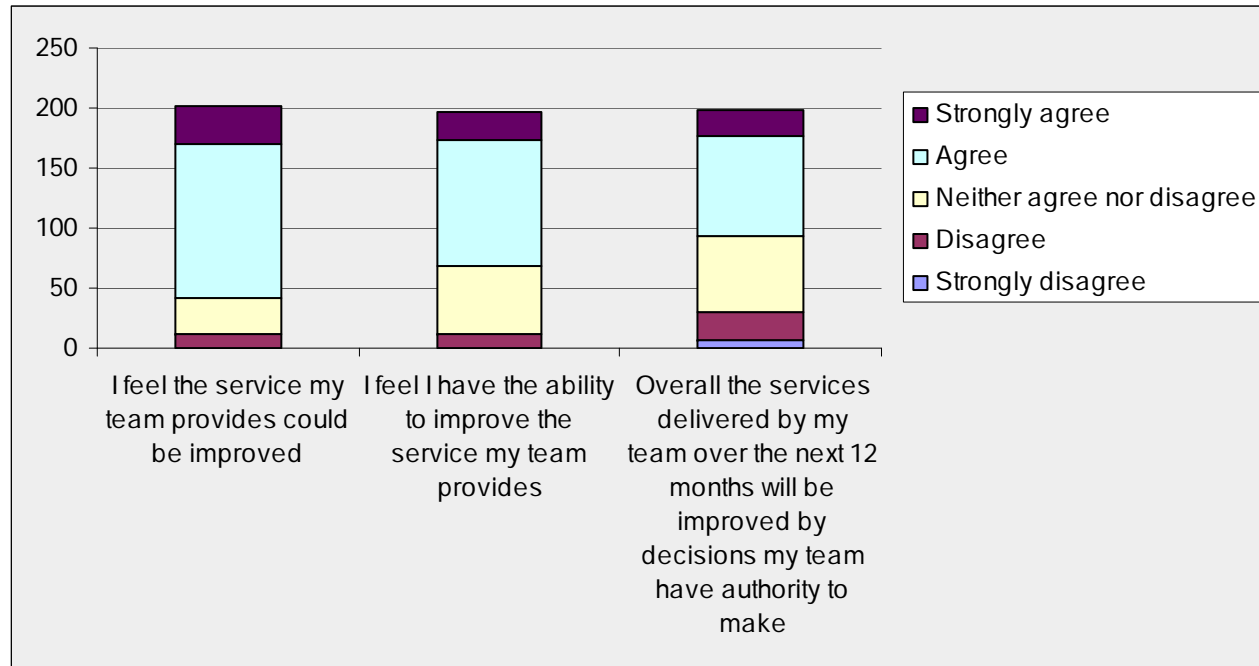
Q14 What are the most Important Factors in our Capacity for Improvement?



In this question staff could tick all options that they felt were important.

- 45% felt that the physical environment was an important factor
- 38% felt that IT accessibility was an important factor
- 83% felt that staff/team support was an important factor
- 65% felt that strong leadership was an important factor

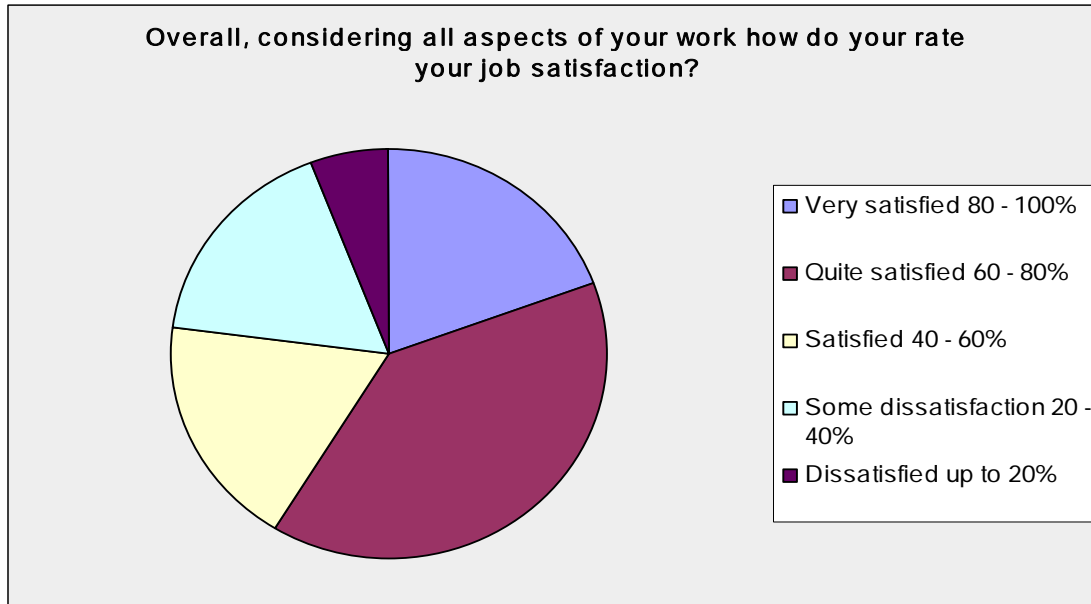
Q15 Further questions on our capacity for improvement:



Key Findings: Of the staff responding:

- 79% agree or strongly agree that the service their team provides could be improved. 5% disagree
- Two thirds of respondents (66%) agree or strongly agree that they feel they have the ability to improve the service their team provides. 6% disagree
- 53% agree or strongly agree that overall the services delivered by their team over the next 12 months will be improved by decisions that their team have authority to make. 15% disagree

Q16 Job Satisfaction



Key Findings: From the responses provided:

- 20% are very satisfied
- 39% are quite satisfied
- 18% are satisfied
- 17% have some dissatisfaction
- 6% are dissatisfied

Therefore, 77% of staff responding are satisfied with their job.

Staff Comments:

A total of 121 comments were made in the survey. These comments will be fed back to Service Managers and will help shape the staff engagement feedback action plan. The main themes emerging can be grouped together as follows:

- communication and listening to staff (21 comments)
- leadership / support / supervision (14 comments)
- positive feedback (14 comments)
- changes in how we provide services (10 comments)
- staff sickness / staff shortages (10 comments)
- IT issues (6 comments)
- terms and conditions / overtime (6 comments)
- accommodation moves (6 comments)
- building up working relationships (3 comments)
- future uncertainty (3 comments)
- training (3 comments)

Gillian Taylor

Policy, Planning and Performance

1/6/12