

# **WEST DUNBARTONSHIRE COUNCIL**

## **EMPLOYEE SURVEY PROGRAMME 2009**

### **FINAL REPORT**

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Overview of Key Development Areas and Progress to Date  
(prepared by Council Officers)

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## SUMMARY OF KEY FINDINGS

### *WORKING AT WEST DUNBARTONSHIRE COUNCIL*

The Council continues to achieve positive ratings for many aspects of “working at West Dunbartonshire Council” and these ratings tend to show improvement. However, the extent to which employees feel that they are recognised and valued by the Council is still limited despite the trend being an upwards one.

Job Security has now overtaken pay as the single most important attribute for people of working at West Dunbartonshire Council, whilst “feeling valued” has also become even more important.

Ratings for most of the tangible factors of working at West Dunbartonshire Council (such as job security, pay and working environment) continue to be rated positively. There is a positive upwards trend, particularly in relation to pay although ratings for conditions of service have diminished.

The lowest ratings continue to be for intangible factors such as a consultation ethos and working for an organisation that looks after its employees.

### *TRAINING AND DEVELOPMENT*

Ratings for various aspects of training and development continue to be relatively modest and, despite a slight improvement, are generally poor in relation perceptions of the identification and review of training needs.

Only a minority of staff (48%) claim to have a current Performance and Development Plan, a proportion that has not increased since 2007.

When people do have a PDP, however, they provide good ratings for the extent to which it meets their development needs.

### *COMMUNICATIONS AND CONSULTATION*

There have been some very positive improvements in aspects of communications but these practical improvements have not yet translated into wider knowledge of the Council’s direction.

Team meetings have now taken over “the Grapevine” as the most common method of communication.

There remains some scepticism as to whether a consultative ethos is present within the Council. However, the trend is a broadly positive one.

### ***LEADERSHIP, MANAGEMENT AND COUNCIL PERFORMANCE***

Whilst ratings for aspects of leadership (such as strong leadership, recognition and treating people fairly) remain relatively weak, this is an area where the upwards trend since 2007 is most apparent.

Ratings for “Leadership by Senior Managers” and “Leadership by Councillors” have improved somewhat but remain low. The latter issue in particular continues to achieve very poor ratings from employees.

Staff continue to be generally positive about various aspects of the work done by their Department.

Employees believe, on the whole, that they understand what is expected of them and that they deliver on this in relation to issues such as understanding the needs and priorities of their customers.

However, they are frustrated at the poor press that the Council gets and still feel that the Council is not perceived positively in the communities. Concerns are also apparent as to the extent to which Departments and the Council as a whole are pulling together in the same direction.

### ***EMPLOYEE WELLBEING AND HEALTH***

An increasing proportion of employees say that they have had health and safety training provided by the Council.

The proportion of employees who are regular or occasional smokers has declined very slightly since 2007.

A small but significant minority of employees continue to be frequent drinkers.

A small but growing minority of staff say that they never take any physical exercise.

However, a high proportion of staff say that they eat five or more portions of fruit and vegetables per day.

Many staff say that they would like to be more active and to eat more healthily than at present.

### ***DIGNITY AT WORK***

Encouragingly, a majority of employees are aware of the Council’s new Dignity at Work Policy.

There has been an increase in the proportion of people who say that they have personally experienced or witnessed things like discrimination, harassment, verbal bullying and, especially, favouritism.

### ***DIGNITY AT WORK (CONTINUED)***

This may, in part, be brought about by greater levels of awareness of these issues, prompted by the Dignity at Work Policy, but it remains a cause for concern.

Whilst the source of such negative behaviours is typically a Line Manager, other sources are apparent, including Senior managers, colleagues and service users.

It is still uncommon for people to raise complaints about behaviours that they consider to be contrary to their dignity at work, particularly in a formal sense. This is primarily still because of a view that “nothing would happen”.

More positively, most employees believe that there is a commitment to promoting equality across the Council and ratings for this have improved significantly.

### ***OVERALL VIEWS OF THE COUNCIL***

A growing majority of employees believe the Council to be a good employer and also would recommend the Council as an employer to their friends.

However, this does not yet translate into “pride” in the organisation and there remains a widespread feeling that morale is poor, albeit a modest upwards trend is evident.

### ***CONCLUSIONS AND RECOMMENDATIONS***

Overall, the survey results demonstrate an improving picture since the 2007 survey, albeit some areas show greater improvements than others and significant challenges remain.

A number of recommendations have been set out to address the findings. These relate to:

- Integration of improvement activity from the survey with the Best Value Improvement framework.
- Communication of the survey findings.
- Introduction of “pulse” surveys to monitor the operating health and climate of the organisation.
- Focused improvement within services.
- Implementation of a revised performance and personal development framework.
- Development of a behaviour framework
- Embedding communications within the organisation.
- Developing Dignity at Work.
- Continued support for health and wellbeing.

## 1.0 BACKGROUND, OBJECTIVES AND METHODOLOGY

### *BACKGROUND*

- 1.1 West Dunbartonshire Council embarked on an improvement framework following the outcomes of the Best Value review in 2006 and part of this process involved a full-scale employee survey which reported the results to Council in August 2007. This set out a number of recommendations, which along with other inputs, led to the development of an action plan to address the survey findings. This report sets out the findings of a follow-up survey which was undertaken during June 2009 in an effort to compare and evaluate the impact of change and improvement across the organisation.

### *OBJECTIVES*

- 1.2 The survey focused on a number of important issues:
- Working at West Dunbartonshire Council
  - Training and Development
  - Communications and Consultation
  - Leadership, Management and Council Performance
  - Employee Wellbeing and Health
  - Dignity at Work
  - Overall Views of the Council

Many of the survey questions were asked in the previous survey in 2009 and, where this is the case, this report focuses on the changes that have taken place over that time.

- 1.3 Results have been broken down by Department and an analysis has been conducted of surveys conducted by a number of other Local Authorities for benchmarking purposes. Within this overview report, we comment briefly on the key patterns in relation to these comparisons.

## *METHODOLOGY*

- 1.4 The survey was conducted by post with a confidential survey questionnaire being issued to all employees.
- 1.5 The key issues emerging from the survey are set out in the remainder of the document:

Chapter 2 summarises response rates and the profile of respondents.

Chapter 3 summarises responses to questions relating to the theme of “Working at West Dunbartonshire Council”.

Chapter 4 deals with the specific issues of training and development.

Chapter 5 addresses the related themes of communications and consultation.

Chapter 6 looks at the themes of Leadership, Management and Council Performance.

Chapter 7 addresses the issue of employee wellbeing and health.

Chapter 8 addresses a number of issues surrounding issues of Dignity at Work.

Chapter 9 then summarises some overall views of the Council.

In Chapter 10, we summarise our overall conclusions and set out our recommendations for the issues that we believe should be addressed in a revised Action Plan to address the survey findings.

- 1.6 The appendix to this document has been produced by Council officers and summarises progress in relation to a number of development areas identified in the 2007 Employee Survey.

## **2.0 RESPONDENT PROFILE**

- 2.1 Invitations to participate in the survey were issued to all known home addresses of employees. Respondents also had the opportunity to complete the survey online. Individuals' were not required to provide their name and their responses are treated as confidential. In total, 1,777 responses were received, which represents a response rate of c.26% based on the total mailing size of 6,742.
- 2.2 Analysis of the responses by factors such as gender, age, disability and ethnicity show little change since the 2007 survey and are broadly reflective of the known profile of Council employees.
- 2.3 Detailed cross-tabulation of the survey data by the above variables has been made available to Council officers.



### 3.0 WORKING AT WEST DUNBARTONSHIRE COUNCIL

3.1 Table 3.1 sets out the results in relation to a number of statements regarding working at the Council, comparing the 2007 and 2009 responses. In this table (and throughout the report unless otherwise stated) we have taken out “don’t know” responses in order to ensure comparability of results between the two surveys.

**Table 3.1: Agreement with Attitudinal Statements about Working at West Dunbartonshire Council**

	2007	2009	% Change
The people I work with are very supportive of each other	83%	85%	+2%
I enjoy the actual day-to-day work that I do	88%	91%	+3%
I understand my job role and responsibility	*	95%	-
My job makes good use of my skills and abilities	77%	78%	+1%
The Council recognises and values the work I do	39%	43%	+4%
I am given enough authority to do what I am expected to achieve	*	78%	-
I receive the support, guidance and feedback I need from my line / local managers to enable me to be able to do my job	66%	71%	+5%
I am able to cope with the amount of work I am expected to do	72%	78%	+6%
I have access to the appropriate equipment to enable me to do my job	78%	79%	+1%
I feel part of a team working together to achieve shared objectives	68%	74%	+6%

*\* Not asked or phrased differently in 2007.*

We believe it is important to recognise a number of the positive points that emerge from the above. For example, most people (91%) clearly enjoy the day-to-day work that they do and they feel that they work with a team that is supportive of them (85% agreement). Almost all respondents (95%) feel that they have a clear understanding of their roles and responsibilities. They are also quite likely to say that they have access to appropriate equipment (79%) and to be able to cope with the amount of work that they do (78%).

The figures show a modest improvement across the board in relation to all of these attributes. This is encouraging in relation to those issues that previously achieved either good or reasonable ratings. However, it is disappointing that a more significant upwards trend in relation to “recognition and value” is not more apparent.

3.2 A “long list” of aspects of potential importance to staff in working at the Council was presented and respondents were asked to choose up to five such elements from a prompted list. The results of this are set out in Table 3.2 below:

**Table 3.2: Most Important Issues**

	2007	2009	% Change
Job security	50%	55%	+5%
Pay	52%	47%	-5%
Feeling valued	43%	44%	+1%
Conditions of service	44%	41%	-3%
Feeling that you make a difference	33%	37%	+4%
Working environment	37%	33%	-4%
Feeling that you are part of a team	32%	33%	+1%
Adequate resources to do your job	35%	32%	-3%
Interesting work	32%	30%	-2%
Working for an organisation that looks after its employees	32%	29%	-3%
Receiving sufficient training to do your job	24%	21%	-3%
Being consulted	21%	21%	0%
Benefits package	20%	18%	-2%
Career development	22%	17%	-5%
Being given challenging things to do	12%	12%	0%
Feedback on performance	9%	8%	-1%
Job can be adjusted to meet needs due to disability	*	2%	-

\* Not asked or phrased differently in 2007.

Job Security has now overtaken pay as the single most important issue for people, perhaps reflecting changed economic circumstances. Pay continues to be important but of almost equal importance is the intangible issue of “feeling valued”.

3.3 Respondents were then asked to provide ratings for each of these elements. These are set out in Table 3.3 below:

**Table 3.3: Ranking of Most Important Issues**

*Please say how satisfied or dissatisfied you are with the each of these elements. % satisfied or very satisfied, don't knows and non-respondents excluded.*

	2007	2009	% Change
Job security	68%	73%	+5%
Pay	46%	56%	+10%
Feeling valued	38%	41%	+3%
Conditions of service	86%	80%	-6%
Feeling that you make a difference	57%	60%	+3%
Working environment	55%	57%	+2%
Feeling that you are part of a team	65%	67%	+2%
Adequate resources to do your job	63%	63%	0%
Interesting work	76%	76%	0%
Working for an organisation that looks after its employees	29%	37%	+8%
Receiving sufficient training to do your job	55%	59%	+4%
Being consulted	36%	39%	+3%
Benefits package	61%	67%	+6%
Career development	35%	37%	+2%
Being given challenging things to do	56%	56%	0%
Feedback on performance	39%	42%	+4%
Job can be adjusted to meet needs due to disability	*	41%	*

\* Not asked or phrased differently in 2007.

In some cases (notably pay) the trend is a very positive one. It is also encouraging to note the positive trend in issues such as “working for an organisation that looks after its employees” (albeit from a low base) and “benefits package”. The only issue that shows a negative trend is “Conditions of Service” most probably reflecting changes that arose out of the Equal Pay process.

Whilst a positive upward trend is apparent, the issues of “being valued” and “feeling consulted” continue to be amongst the lowest rated aspects of working at the Council.

- 3.4 When the results from individual Departments are examined, the best ratings are generally found in the Chief Executive’s Service, Education and Cultural Services and Social Work and Health and results for Corporate Services are comparable or only slightly below those of other Departments. Broadly, the poorest ratings were observed in Housing, Environmental and Economic Development.
- 3.5 Whilst Local Authorities use a variety of different questionnaires in carrying out their employee surveys, militating against formal benchmarking, we can consider the sorts of findings that they have achieved in order to put the West Dunbartonshire Council results in context. The results found in West Dunbartonshire relating to issues such as people enjoying their day-to-day work are also apparent in other Local Authorities. It is also common to find that ratings for intangible aspects of working life are poorer than for the tangible factors but the extent of this is currently more apparent within West Dunbartonshire.

### **Key Points**

The Council continues to achieve positive ratings for many aspects of “working at West Dunbartonshire Council” and these ratings tend to show improvement. However, the extent to which employees feel that they are recognised and valued by the Council is still limited despite the trend being an upwards one.

Job Security has now overtaken pay as the single most important attribute for people of working at West Dunbartonshire Council, whilst “feeling valued” has also become even more important.

Ratings for most of the tangible factors of working at West Dunbartonshire Council (such as job security, pay and working environment) continue to be rated positively. There is a positive upwards trend, particularly in relation to pay although ratings for conditions of service have diminished.

The lowest ratings continue to be for intangible factors such as a consultation ethos and working for an organisation that looks after its employees.

## 4.0 TRAINING AND DEVELOPMENT

### *SURVEY FINDINGS*

- 4.1 Responses in relation to a number of statements regarding training and development are set out in Table 4.1 below; there has been a modest upwards trend in relation to these ratings since 2007.

**Table 4.1: Training and Development**

*Please say how far you agree or disagree with the following issues relating to training and development within the organisation. % agreeing or agreeing strongly, don't know and non-respondents excluded.*

	2007	2009	% Change
I get adequate access to training and development opportunities	59%	63%	+4%
My training needs are regularly reviewed	49%	52%	+3%
After training I review with my line manager what has been achieved	34%	38%	+4%
I feel I am given the same opportunities to develop as other staff	60%	63%	+3%

- 4.2 A majority of staff believe that they do get access to adequate training and development opportunities. However, there continues to be a concern that training and development which is undertaken is not systematically reviewed. Also, a significant number of people do not believe that their training and development needs are regularly reviewed.
- 4.3 Only a minority (albeit a significant one of 48%) claim to have a current Performance and Development Plan (PDP). This figure was 49% in 2007. Of the remainder who do not have a current plan, 24% have had a PDP at some point in the past.
- 4.4 More positively, when people do have a PDP, they are quite likely to believe that it meets their development needs to at least some degree (16% of those with a PDP say that it meets their needs “very well” and a further 43% “quite well”, which were very similar figures to 2007).
- 4.5 Social Work and Health employees are generally most likely to have a positive view of issues relating to their training and development, with Housing, Environmental and Economic Development employees being notably less positive.

- 4.6 A slightly more positive picture regarding the application of such training and development processes can be found within some other Local Authorities although the extent of any difference is modest.

#### **Key Points**

Ratings for various aspects of training and development continue to be relatively modest and, despite a slight improvement, are generally poor in relation perceptions of the identification and review of training needs.

Only a minority of staff (48%) claim to have a current Performance and Development Plan, a proportion that has not increased since 2007.

When people do have a PDP, however, they provide good ratings for the extent to which it meets their development needs.

## 5.0 COMMUNICATIONS AND CONSULTATION

### COMMUNICATIONS

- 5.1 Table 5.1 sets out responses to a number of attitudinal statements relating to communications issues.

**Table 5.1: Agreement with Attitudinal Statements**

*Please say how far you agree or disagree with the following statements relating to communications within the Council. % agreeing or agreeing strongly, don't know and non-respondents excluded.*

	2007	2009	% Change
I am aware of the new Internal Communications Policy	*	50%	-
I receive regular face-to-face meetings with my line manager	*	61%	-
I am aware of my role and responsibility in the communications process	*	68%	-
I am kept well informed about changes that relate to me	49%	58%	+9%
I receive the information I need to do my job properly	65%	71%	+6%
I receive information in a form that meets my needs	*	70%	-
I have a clear understanding of how my Department / Service is performing	55%	59%	+4%
I am given information to enable me to understand the reasons for any organisational changes that occur	40%	48%	+8%
I am aware of the Council's aims and objectives	75%	69%	-6%
I understand how I can contribute to the achievement of these aims and objectives	64%	62%	-2%
The Council's priorities have been clearly communicated to me	54%	54%	0%
Information reaches me in good time	35%	43%	+8%

\* Not asked or phrased differently in 2007.

5.2 There have clearly been good improvements in perceptions of specific aspects of organisational communications:

- 50% of employees are aware of the Council’s new Internal Communications Policy.
- More people now believe that they receive the information that they need to do their job properly and that they receive this in good time.
- More people believe that they receive information about the reasons for organisational changes that occur, albeit the starting point for this was low.
- People are more likely to say that they are kept informed about changes relating to them.
- People are more likely to say that they receive information in good time.

These practical improvements in communications do not yet appear to have been translated into wider knowledge of the Council’s direction.

5.3 Figure 5.2 summarises the current methods by which people receive information within the Council:

**Table 5.2: Communication Methods**

*Which of the following methods do you use to find out information about what is going on in your Department?*

	<b>2007</b>	<b>2009</b>	<b>% Change</b>
Team meetings	50%	61%	+11%
The ‘grapevine’	70%	59%	-11%
Written communications (such as staff circulars and memos)	44%	53%	+9%
Administrator e-mails	51%	50%	-1%
Individual meetings with Line Manager	41%	41%	0%
From my Trades Union	*	25%	-
The local press	*	25%	-
West Life	66%	16%	-50%
Other	3%	3%	0%

*\* Not asked or phrased differently in 2007.  
NB. More extensive list of options provided in 2007.*



Team meetings and written communications now appear to play a greater role with the role of “the grapevine” being less apparent. The role of West Life is much less apparent (most probably due to the reduced frequency of publication in 2008 /09)

**CONSULTATION**

5.4 Responses to a number of attitudinal statements relating to aspects of consultation are summarised below:

**Table 5.3: Attitudinal Statement about Consultation**

*Please say whether you agree or disagree with the following statements to do with consultation within the Council. % agreeing or agreeing strongly, don't know and non-respondents excluded.*

	2007	2009	% Change
The Council asks me about my views as an employee	19%	33%	+14%
I know how to raise concerns about any uncertainties or conflicts I may have in relation to organisational change	54%	63%	+9%
I get opportunities to comment on and contribute to my Department / Service plan	40%	47%	+7%
I am confident I would get feedback on my ideas or suggestions	34%	39%	+5%
I believe that I can influence and be involved in decisions	*	35%	-
I think it is safe to speak up and challenge the way things are done in this organisation	35%	38%	+3%

*\* Not asked or phrased differently in 2007.*

Clearly, there remains some scepticism as to whether a consultative ethos is truly present within the Council and as to whether employees' views can influence future decisions. Albeit starting from a low base, the trend is a very positive one.

5.5 Employees from Corporate Services were most likely to be aware of initiatives such as the new Internal Communications Policy (77% are aware compared to, for example, only 37% from Housing, Environmental and Economic Development).

Across the range of communications and consultation issues, there were generally similar levels of agreement from each Department with the exception of Housing, Environmental and Economic Development where views were generally less positive.

- 5.6 The ratings provided for communications and consultation issues within the Council are broadly similar to those in other Local Authorities. However, communications challenges remain particularly evident within West Dunbartonshire.

#### **Key Points**

There have been some very positive improvements in aspects of communications but these practical improvements have not yet translated into wider knowledge of the Council's direction.

Team meetings have now taken over "the Grapevine" as the most common method of communication.

There remains some scepticism as to whether a consultative ethos is present within the Council. However, the trend is a broadly positive one.

## 6.0 LEADERSHIP, MANAGEMENT AND COUNCIL PERFORMANCE

6.1 Table 6.1 below summarises a range of attitudinal statements relating to the Management of the Council:

**Table 6.1: Attitudinal Statements about the Management of the Council**

*Thinking about the management of the Council, please say how far you agree or disagree with the following statements. % agreeing or agreeing strongly, don't know and non-respondents excluded.*

	2007	2009	% Change
There is strong leadership within the Council	21%	36%	+15%
I have confidence in the Senior Management of the Council	*	32%	-
Senior Management make themselves visible to staff at the front line	27%	28%	+1%
Managers give recognition for good performance	30%	39%	+9%
When something goes wrong at work, management look for someone to blame	63%	56%	-7%
Staff are treated fairly	43%	53%	+10%
There is a sense of common purpose between staff and management	*	38%	-

\* Not asked or phrased differently in 2007.

6.2 The sense in which people do not feel “recognised” by Senior Management and the Council as a whole continues to be an issue in relation to these findings. For example:

- Staff do not yet perceive there to be strong or visible leadership within the organisation.
- Managers are not usually seen as giving their staff recognition and question marks are raised as to whether people are always treated fairly.

However, it is important to note the strong upwards trend in relation to people’s perception of “strong leadership” and, to some extent, issues of recognition and whether staff are treated fairly. Continued progress is clearly required in relation to these issues.

6.3 Ratings for various broader aspects of Council leadership are summarised below:

**Table 6.2: Ratings of Council Leadership**

*In my opinion, the Council is good at....% agreeing or agreeing strongly, don't know and non-respondents excluded.*

	2007	2009	% Change
Developing a clear vision for the future for the whole area	39%	47%	+8%
Leadership by Senior Managers	29%	35%	+6%
Leadership by Councillors	12%	16%	+4%
Listening to communities	30%	35%	+5%
Working with partner agencies and groups	64%	65%	+1%
Reporting the Council's performance to communities	52%	54%	+2%
Making the best use of its resources	*	28%	-

*\* Not asked or phrased differently in 2007.*

Significant improvement is evident in relation to issues such as the Council developing a clear vision for the future of the area, leadership by Senior Managers and listening to communities; more modest improvements are recorded in relation to the other indicators. The issue that continues to be very poorly rated by staff is "leadership by Councillors".

6.4 The ratings that people accord to their own Department/Service, as opposed to the Council as a whole, continue to be much more positive in most respects as summarised in Table 6.3 over the page:

**Table 6.3: Rating of Department / Service**

*In my opinion, my Department / Service is good at.....% agreeing or agreeing strongly, don't know and non-respondents excluded):*

	<b>2007</b>	<b>2009</b>	<b>% Change</b>
Improving local services on a continual basis	69%	68%	-1%
Delivering services that are sensitive to local needs	74%	75%	+1%
Providing high standards of customer care to service users	74%	77%	+3%
Promoting environmentally friendly practices	70%	77%	+7%
Ensuring fair and equal access to services for all service users	76%	78%	+2%
Making the best use of its resources	*	56%	*

*\* Not asked or phrased differently in 2007.*

Ratings for these indicators were already quite high and, in most instances, a modest upwards trend is evident.

6.5 Table 6.4 over the page summarises perceptions of a range of aspects of Council performance:

**Table 6.4: Aspects of Council Performance**

*Please say how far you agree or disagree with the following statements relating to the performance of the Council. % agreeing or agreeing strongly, don't know and non-respondents excluded.*

	2007	2009	% Change
I know the standards of performance I am expected to achieve in my job	88%	90%	+2%
I know how well I am meeting the performance standards for my job	71%	75%	+4%
In my workplace we are continually seeking ways to improve our own service	78%	82%	+4%
I understand the needs and priorities of my clients / customers	94%	96%	+2%
I believe that my Department / Service and the wider Council are pulling in the same direction	*	48%	*
Overall, the Council is perceived positively by local communities	22%	28%	+6%
The local media reflects fairly the good work done by the Council	34%	39%	+5%

*\* Not asked or phrased differently in 2007.*

Again, some significant positives should be noted. For example, people continue to believe that they understand the needs of their job and of their customers and they also believe that people are continually seeking to improve and to deliver “Best Value”. Across the board, the trend is upwards.

However, people still do not believe that this translates into a positive perception on the part of local communities. This is, no doubt, related to the widespread view that the Council does not get a “fair press” from local newspapers. Perhaps more concerningly, only a minority have a positive view as to whether their Department and the Council are pulling together in the same direction.

- 6.6 With regard to leadership, management and Council performance, ratings from employees in the Chief Executive’s Service are generally the highest, with employees in Housing, Environmental and Economic Development generally providing ratings below the Council average.

- 6.7 Scepticism over issues relating to leadership and management is also apparent in other Local Authorities. However, on the whole, it is slightly more evident in West Dunbartonshire.

### **Key Points**

Whilst ratings for aspects of leadership (such as strong leadership, recognition and treating people fairly) remain relatively weak, this is an area where the upwards trend since 2007 is most apparent.

Ratings for “Leadership by Senior Managers” and “Leadership by Councillors” have improved somewhat but remain low. The latter issue in particular continues to achieve very poor ratings from employees.

Staff continue to be generally positive about various aspects of the work done by their Department.

Employees believe, on the whole, that they understand what is expected of them and that they deliver on this in relation to issues such as understanding the needs and priorities of their customers.

However, they are frustrated at the poor press that the Council gets and still feel that the Council is not perceived positively in the communities. Concerns are also apparent as to the extent to which Departments and the Council as a whole are pulling together in the same direction.

## 7.0 EMPLOYEE WELLBEING AND HEALTH

7.1 65% of staff said that they had had health and safety training relating to the job or jobs they carry out, leaving 35% who said they had not had such training. This figure was an increase from the 62% recorded in the 2007 survey.

7.2 Of the total sample, 11% stated that they were regular smokers (2007: 13%) and a further 5% described themselves as occasional smokers (2007: 6%). This 16% is slightly lower than the average for the UK population (the Office of National Statistics in 2009 reported that 21% of the adult population were smokers). The remainder of the West Dunbartonshire Council sample did not smoke, including 12% of the total sample that had previously given up (2007: 12%).

Of those respondents who smoked and who responded to the question put, 46% said that they would like to give up smoking (2007: 64%) and a further 33% said they would like to cut down (2007: 28%). Whilst only 16% of smokers said that they would like support from the Council to give up (2007: 20%) this still represents approximately 4% of the total workforce (or something approaching 300 people, if the results are extrapolated to the population of employees as a whole).

7.3 There was a wide spread of responses in relation to claimed frequency of alcohol consumption:

- 8% of respondents said that they never drink alcohol (2007: 10%)
- 20% said that they do so less than once per month (2007: 17%)
- 21% said that they did so more than once per month but less often than weekly (2007: 22%)
- 34% said that they drink alcohol on 1-2 days per week (2007: 35%)
- 13% said that they did so on 3-5 days per week (2007: 14%)
- 2% said that they did so on 6-7 days per week (2007: 2%)

The broad indications from this question are that, whilst most people drink on only a few days per week, a small but significant minority continue to be frequent drinkers and this may indicate concerns relating to the level and pattern of alcohol consumption amongst this group.



- 7.4 There is also a significant and growing minority of employees (18%, 2007: 16%) who say that they never “undertake at least 30 minutes of moderate physical activity per week”. A further 42% say that they do so on 1-2 days per week (2007: 43%). More positively, 25% say that they do so on 3-4 days per week (2007: 27%) and 14% on 5 or more days per week (2007: 14%).
- 7.5 Apparent levels of fruit and vegetable consumption appear relatively high - 68% of respondents claimed to eat five or more portions of fruit, salad or vegetables on an average day, a figure similar to that identified in 2007.
- 7.6 In relation to health improvement priorities:
- 9% of staff say that they would like to cut down on the amount of alcohol that they drink.
  - 57% said they would be like to be more active than at present.
  - 43% said they would like to eat more healthily than at present.
- In the latter two cases, there is clearly a substantial proportion of staff that wish to adopt a healthier lifestyle and the Council may wish to consider its ongoing role in supporting this.
- 7.7 Social Work and Health respondents were most likely to be smokers (28% regular or occasional smokers), with Chief Executive’s Service respondents most likely to drink alcohol on at least 3 days of the week (21%).

### **Key Points**

An increasing proportion of employees say that they have had health and safety training provided by the Council.

The proportion of employees who are regular or occasional smokers has declined very slightly since 2007.

A small but significant minority of employees continue to be frequent drinkers.

A small but growing minority of staff say that they never take any physical exercise.

However, a high proportion of staff say that they eat five or more portions of fruit and vegetables per day.

Many staff say that they would like to be more active and to eat more healthily than at present.

## 8.0 DIGNITY AT WORK

- 8.1 61% of staff say that they are aware of the new Dignity at Work Policy, which should be seen as an encouragingly high awareness level for a new Policy.
- 8.2 However, an increasing proportion of respondents stated that they had **personally experienced** a range of negative behaviours, particularly with regard to favouritism (a rise of 11% on 2007).

**Table 8.1: Personal Experience of Negative Behaviours**

	2007	2009	% Change
Discrimination	11%	14%	+3%
Favouritism	13%	24%	+11%
Verbal bullying	21%	26%	+5%
Physical bullying	2%	3%	+1%
Harassment	9%	15%	+6%
Victimisation	12%	13%	+1%

- 8.3 The proportion of respondents who say they have **witnessed** these offensive behaviours has also increased although only slightly:

**Table 8.2: Witnessing of Negative Behaviours**

	2007	2009	% Change
Discrimination	18%	20%	+2%
Favouritism	33%	39%	+6%
Verbal bullying	35%	34%	-1%
Physical bullying	4%	4%	0%
Harassment	15%	19%	+4%
Victimisation	20%	19%	-1%

- 8.4 The most common source of these incidents, whether experienced or witnessed, was from Line Managers to an employee at 61%. A significant proportion of respondents (32%) stated that this behaviour came from a customer or service user.

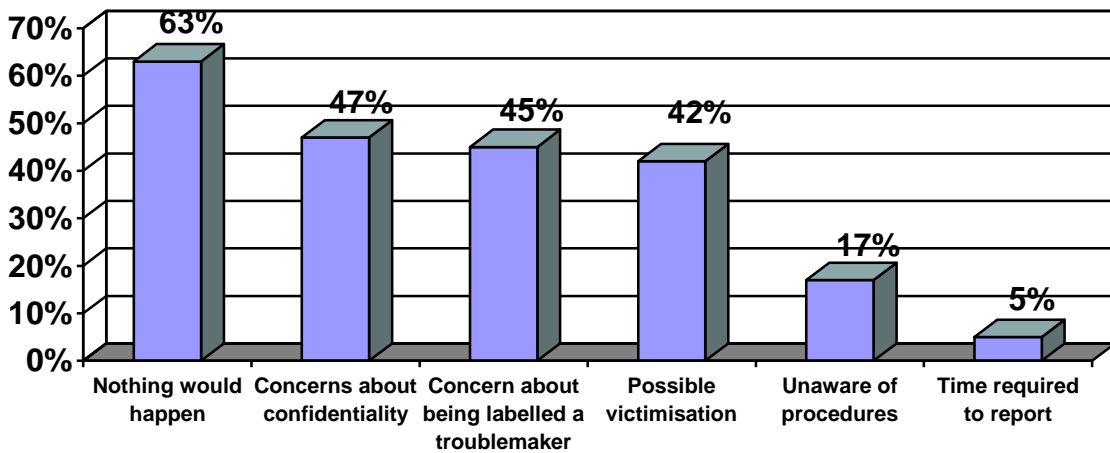
**Table 8.3: Source of Negative Behaviours**

	2007	2009	% Change
By a customer or service user to an employee	*	32%	-
Between employees at a similar level	*	37%	-
By a Senior Manager to an employee	*	30%	-
By a Line Manager to an employee	*	61%	-
By an elected member to an employee	*	10%	-
By an employee to a manager	*	10%	-

\* Not asked or phrased differently in 2007.

8.5 Only 11% of people who had experienced discrimination, favouritism, harassment, bullying or victimisation reported it through either the Dignity at Work or Grievance procedure with a further 36% saying that they raised the matter “informally”. The reasons that people gave for not reporting such instances are summarised below:

**Figure 8.1: Reasons for non-Reporting of Acts Contrary to Dignity at Work**



8.6 Of those who had reported their experiences, only 29% had the matter resolved to their satisfaction.

- 8.7 Employees in Housing, Environmental and Economic Development were more likely than others to say that they had personally experienced the negative behaviours described above.
- 8.8 Local Authorities and other public bodies are only now beginning to make serious efforts in terms of robust research on this matter. However, some comparative data is worth pointing out. For example, the Chartered Institute of Personnel and Development suggested in October 2006 that 20% of UK employees had experienced some form of bullying and harassment. This figure was actually slightly higher in the public sector (22%). The figures quoted for West Dunbartonshire Council above (albeit the questions were framed differently) are broadly comparable to this overall research. These results should, however, be treated with caution due to the different ways in which questions have been phrased.
- 8.9 Table 8.4 provides feedback on the extent to which the Council is perceived to promote equality and diversity:

**Table 8.4: Commitment of Council to Promoting Equality and Diversity**

*Thinking now about the Council overall, please say how far you agree or disagree with the following statements to do with working for West Dunbartonshire Council generally. % stating good or very good level of commitment, don't know and non-respondents excluded.*

	<b>2007</b>	<b>2009</b>	<b>% Change</b>
Within your immediate team	52%	60%	+7%
Within your Department	51%	61%	+10%
Within the Council as a whole	46%	58%	+12%

These figures suggest a generally positive view as to the Council's commitment in this area as present.

- 8.10 Overall, respondents from the Chief Executive's Service were most likely to feel that their immediate team, their Department and the Council displayed a commitment to promoting diversity and equality.

## **Key Points**

Encouragingly, a majority of employees are aware of the Council's new Dignity at Work Policy.

There has been an increase in the proportion of people who say that they have personally experienced or witnessed things like discrimination, harassment, verbal bullying and, especially, favouritism.

This may, in part, be brought about by greater levels of awareness of these issues, prompted by the Dignity at Work Policy, but it remains a cause for concern.

Whilst the source of such negative behaviours is typically a Line Manager, other sources are apparent, including Senior managers, colleagues and service users.

It is still uncommon for people to raise complaints about behaviours that they consider to be contrary to their dignity at work, particularly in a formal sense. This is primarily still because of a view that "nothing would happen".

More positively, most employees believe that there is a commitment to promoting equality across the Council and ratings for this have improved significantly.

## 9.0 OVERALL VIEWS OF THE COUNCIL

### *SURVEY FINDINGS*

- 9.1 Table 9.1 summarises overall views of the Council in response to a number of key issues:

**Table 9.1: Overall Views of the Council**

*Thinking now about the Council overall, please say how far you agree or disagree with the following statements to do with working for West Dunbartonshire Council generally. % agreeing or strongly agreeing, non-respondents excluded.*

	2007	2009	% Change
West Dunbartonshire Council is a good employer	69%	73%	+4%
I would recommend the Council as an employer to a friend	63%	68%	+5%
I feel proud to work for West Dunbartonshire Council	48%	53%	+5%
Morale is good at West Dunbartonshire Council	22%	25%	+3%

Across all of these statements, a notable upwards trend is evident. Clearly, it is a positive finding that a majority of people believe the Council to be a good employer and also would recommend the Council as an employer to their friends. However, this does not yet translate into “pride” in the organisation and there remains a widespread feeling that morale is poor.

- 9.3 Social Work and Health employees were most likely to agree that the Council was a good employer with the lowest level of agreement being in Housing, Environmental and Social Work.

Agreement that morale was good at the Council was highest in Social Work and Health and lowest in Corporate Services and Housing, Environmental and Economic Development.

- 9.4 Again, results from other Local Authorities are broadly similar, albeit the West Dunbartonshire results are slightly less positive.

### **Key Points**

A growing majority of employees believe the Council to be a good employer and also would recommend the Council as an employer to their friends.

However, this does not yet translate into “pride” in the organisation and there remains a widespread feeling that morale is poor, albeit a modest upwards trend is evident.

## 10.0 RECOMMENDATIONS

### *INTRODUCTION*

10.1 Overall the survey results illustrate an improving picture for the Council with positive points emerging in most areas. However the Council's baseline for some results are relatively low, and whilst there is an upward trend the overall results in key areas such as leadership, staff feeling valued, and staff morale still remain low. The survey shows considerable evidence of good practice and some modest to strong improvements in employee satisfaction as illustrated by the following:

- The great majority of employees enjoy the work they do and believe the people they work with are supportive of them.
- More people than not express satisfaction with things like pay and job security.
- Most people believe they are aware of the Council's aims and objectives (although this is declining).
- Concerns over dignity at work, whilst they are present, are by no means endemic and many people do not recognise any culture of bullying and harassment in their workplace.
- Most people believe the Council has a good approach to encouraging equality and diversity.
- Most staff are appreciative of the Council's work to encourage a healthy workplace.
- Staff usually feel well informed about changes that affect them.
- Team meetings are now the most common method of receiving information and have overtaken "the grapevine" in this respect.
- Staff recognise that they are consulted about things that affect them (albeit there is scepticism as to whether there is a genuine consultative ethos within the organisation).

10.2 However experiences vary across the Council and within services and there clearly remain areas for improvement and further development. The challenge is to build on the upward trend and further shift the balance towards what may be considered as good people management practice. This is not about improving such practices for its own sake but building and sustaining a workforce which is highly motivated and well trained, feels well informed, respects its leadership, is treated with dignity, and is therefore much more likely to deliver high quality public services and support the Council in delivering Best Value.



## *DEVELOPMENT PROGRESS SINCE 2007 SURVEY RECOMMENDATIONS*

- 10.3 Before considering the improvement areas it is important to reflect on the development and improvement progress achieved since the 2007 survey given that much of this work is still ongoing and is integral to a wider programme of organisational change. In response to the recommendations from the survey results an action plan was developed aimed to address areas such as improving organisational communication, facilitating leadership and management development, developing positive management practice and behaviour, and implementing a policy and procedure for dignity at work scenarios. New policies have been developed to improve internal communication and Dignity at Work and are currently being implemented across the Council. Development work is still ongoing in most areas and is being incorporated through a strategic programme of organisational culture change. Details of the development work undertaken thus far are set out in the appendix to this document, which has been prepared by Council officers.
- 10.4 The 2009 survey shows there have been improvements as a result of the activities listed above, which were developed to respond to the 2007 recommendations. The 2009 survey results will continue to be positively influenced by the above development work as it continues to progress and embed within the organisation. This work will need to progress at a quicker pace to ensure momentum is not lost and that the Council can build on what has already been achieved to effect wider transformational change. This should include:
- Roll-out of further management development programmes.
  - Introduction of leadership development programmes and frameworks.
  - Wider use of the PDP framework.
  - Supporting implementation of the internal communications strategy across all areas of the Council including remote work groups.

### *LINK TO ORGANISATIONAL CULTURAL CHANGE PROGRAMME*

- 10.5 Complementary to the employee survey, in January 2009 the Council engaged in a diagnostic project to evaluate the current culture within the Council and understand how this impacts on service delivery. Using a diagnostic tool known as the Culture Web, over 120 staff participated in a series of workshops to identify the current culture, followed by workshops involving the Senior Manager Network to develop a picture of the desired future culture.

- 10.6 Having completed the diagnostic stages a clear picture emerged of the past culture and desired future culture and a suggested change programme is being considered by the Council's Corporate Management Team, which addresses the key issues highlighted and illustrated within the current culture. This programme will involve adopting an approach which utilises the Council's positive features to influence and minimise the negative factors and bring about transformational change. The approach to change addresses the issues highlighted in the diagnostic and in this Employee Survey and sets out a direction for transformational change throughout the organisation. Its key elements are as follows:
1. Developing the potential of the Senior Manager Network to be 'the engine' for facilitating change. Audit Scotland reinforced using this forum to address progressing the improvement plan.
  2. Establishing a development group to take forward a strategic review of systems and processes (already incorporated within the Best Value Improvement Framework).
  3. Developing pragmatic programmes of work which support improvements to service delivery
  4. Establishing a staff communication forum to build an engaged workforce.
  5. Establishing action learning sets for managers to provide opportunity to share knowledge, good practice, explore challenges, and develop peer support.
  6. Implementation of development and coaching support targeted at senior managers to support their role in sponsoring and leading the change programme.
- 10.7 Each of the above strands will, when combined, help to drive forward the required change and reach through the organisation involving staff and managers at all levels. The cultural change programme will encompass many of the issues identified through the employee survey and, in particular, areas such as leadership and management practice, improving communication, increased joined-up working, improving morale and supporting staff in feeling valued.

## **KEY RECOMMENDATIONS**

10.8 The challenges to be addressed are an integral part of the Council's wider organisational culture change programme and Best Value improvement plan and should not be approached as a separate piece of work. As previously illustrated, a number of improvement actions were developed and implemented following the 2007 survey and there is evidence that some of these initiatives are beginning to positively influence change. However there is still much progress to be made and actions must be responsive and flexible enough to generate the required shift in staff perceptions. Moving forward the Council needs to target improvement which addresses:

- Improving intangible factors within the workplace such as staff morale.
- Increasing wider practice of performance and personal development planning.
- Developing consistent leadership and management practice and behaviour.
- Embedding organisational communication approaches and providing equality in communication for all employees.
- Improving public perception of the Council.
- Developing a more joined-up approach to improvement.
- Encouraging all managers to take ownership and responsibility for improving working lives and employee wellbeing.

10.9 The Council has a significant challenge to address in terms of the limited extent to which people feel valued for the work they do. Pay and conditions are clearly a factor for some people in the sense of recognition but it should not be concluded that this is the primary motivator. A sense of value or motivation can be promoted or hindered by the extent of positive management styles across the organisation. It is evident from the cultural diagnostic that the 'pockets of good practice' areas clearly have a positive influence on morale and are dependent on the existence of consistent good management practice and behaviour. There is an overarching need to embed strong people management practice and instil a corporate management culture which values such behaviours and practices that support and motivate employees.

- 10.10 Effective implementation of frameworks such as the communication strategy and the performance and personal development planning (PDP) process have the potential to help address issues relating to relations and communication between staff and managers. However, these frameworks alone cannot effect change and managers will require significant support and development in how these processes are delivered (i.e. the behaviour, attitudes, and practice required) to ensure they make a visible difference and signal a positive change in how people are managed. Both formal and anecdotal feedback relating to the Core Brief process indicates that there are large inconsistencies in terms of how this is delivered and this is impacting on effectiveness and staff perceptions of how valuable and honest the process is.
- 10.11 In view of the considerable development and improvement work currently underway it would be prudent to ensure a joined-up approach to addressing the survey results. Presented below are a series of recommendations for consideration by the Corporate Management Team and Council:

**Recommendation 1: Integration with Best Value Improvement framework**

The development and progression of the survey recommendations cannot be considered as a ‘stand-alone’ initiative since many of the issues touch on other improvement plans and frameworks. There is a need to create a joined-up approach to improvement and the survey outcomes should be progressed and managed through the Best Value Culture work-stream. This aims to ensure that staff can see a more joined-up approach to improvement and that the Council is seen to be working together and pulling in the same direction throughout its improvement journey supporting the principal of ‘An Improving Council’.

**Recommendation 2: Communication of the survey findings**

As an immediate priority the outcomes of the survey need to be communicated back to staff accompanied by a clear picture of the work that will be undertaken to address the results. Incorporated within this there needs to be a clear and regular communication plan which aims to keep staff engaged and up-to-date with progress and ongoing developments. This will address the perception that staff do not feel there is a genuine consultative ethos where their feedback makes a difference; it is essential that staff feel their contribution and feedback directly feeds into improvement plans, that they are listened to by managers, and that senior management act on the feedback provided. It is also important the breadth of activity being progressed as a result of the diagnostic work is communicated in tandem to emphasise a joined-up approach and to demonstrate to staff that their feedback is being used to shape change.

### **Recommendation 3: Introduce ‘pulse surveys’**

A pulse survey is used to monitor the internal operating health and climate of the organisation and to support managers in tracking trends in the way staff view the organisation. Typically these would be conducted every four to six months and are an important part of management practice to understand the current status of employee views but also to help monitor trends in opinion. These would facilitate effective decision making about a range of operational and people management issues and enable the Council to continually gauge staff perception as the organisation’s change and improvement programme progresses as well as providing insight into management practice generally. This will aim to strengthen the Council’s consultative ethos but also target gaining feedback on specific areas to measure progression and changes in employee perception.

### **Recommendation 4: Focused improvement within services**

Results for each Department illustrate a similar improvement pattern. However, there are some variations across Departments and there is much to be gained by targeting improvement within Directorates and Services. This is not about Departments and services developing additional action plans but about widening ownership and commitment to improving staff satisfaction across the organisation. Each Department’s Senior Management team needs to review their specific results and target specific improvement areas through their Departmental and Service planning processes aligned with the wider organisational change programme. Individual actions may be required within Departments and Services, particularly those with large or remote workgroups.

### **Recommendation 5: Implementation of revised performance and personal development framework**

A revised individual performance management and personal development framework has been implemented within the Corporate Management Team and some senior manager levels. Wider cascade of a similar framework across the organisation would go a long way to improving staff morale, increasing one-to-one communication, developing staff potential, and positively influencing the quality of performance and service delivery. Development of this is already underway but there needs to be an increased drive to implement a new approach for PDP across the Council which integrates the delivery of performance, skills development, and career development. This framework needs to be accompanied by specific training and development which supports managers in adopting the right approach and practice to ensure the process is meaningful and viewed positively, along with a demonstrable commitment by Services to implement a regular cycle of one-to-one meetings within a prescribed timescale.

### **Recommendation 6: Development of a behaviour framework**

It is evident that the sense of being valued is either hindered or promoted by management styles across the organisation and there is a need to adopt a set of behaviours which drive forward a management style which encourages and motivates employees. Linked to the PDP process, a corporate framework of expected behaviours should be established in an effort to drive consistent behaviour, values, and ways of working across the organisation. Elected Members have the benefit of a 'Political Skills' framework which sets out the required skills and behaviours for members, regardless of their role within the political landscape, and this should be joined up with a similar approach for other leadership and management roles across the organisation.

### **Recommendation 7: Embedding communications**

It is evident that whilst the Council has built the foundations of effective face-to-face communication tools (the Core Brief and the team briefing process) the delivery of this is inconsistent and heavily influenced by management style. A program of communication training and support for line managers is required to ensure that communication tools are understood and are being used correctly and consistently. The required communication behaviours and the principal of effective two-way meetings needs to be included within the behaviour framework and become an integral part of management practice at all levels across the Council. The development of a range of tools and support to promote communication to remote workgroups is also required to ensure that the principal of equality is taken seriously across all staff groups and to ensure that no groups of employees are disadvantaged or removed from the communications process. The development of the Intranet as the Council's hub for employee communications is also required and this should be supported by the development of remote and home Intranet access to ensure that all employees can benefit and contribute to this resource.

### **Recommendation 8: Developing Dignity at Work**

Despite the introduction of a new policy and procedure some ambiguity may still remain as to what does and what does not constitute an instance of bullying, harassment, or discriminatory behaviour. There is a need for clearer guidance as to expected and preferred management behaviours, accompanied with more stringent reporting, monitoring, and evaluation on incidents of this nature to gauge accuracy and interpretation. Managers also need encouragement and development in areas such as conflict management and working towards early resolution through mechanisms such as mediation.

### **Recommendation 9: Continued support for health and wellbeing**

The Council's commitment to its health improvement plans is commendable and the variety of activities and initiatives demonstrates strong support for improving the health and wellbeing of all staff. This effort needs to be strengthened and sustained over the longer term to ensure the Council continues to place strong emphasis on the issues surrounding stress management and work-life balance. The Stress Steering Group has a valuable role in raising awareness within the wider organisation through initiatives such as small health campaigns, regular health testing, and enabling staff to make informed lifestyle choices through education and information provision. Increased support and resources for work in this area would be beneficial and would provide strong encouragement for staff that wish to adopt a healthier lifestyle.

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**APPENDIX**

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Overview of Key Development Areas and Progress to Date  
(prepared by Council Officers)



## Overview of key development areas and progress to date

Key area	Development and progress to date	Current status
<b>Leadership and Management Development programmes</b>	<ul style="list-style-type: none"> <li>• Revised format for the Senior Manager Network including regular development programme &amp; a focus on strategic priorities</li> <li>• Expectations of managers cascaded</li> <li>• Completion of three accredited Management Development programmes (ILM); second phase begins November 2009</li> <li>• Completion of tender process for accredited Leadership Development programme; due to begin late 2009</li> </ul>	Ongoing
<b>Internal Communications</b>	<ul style="list-style-type: none"> <li>• Development and implementation of internal communications strategy</li> <li>• Introduction of monthly Core Brief led by the Corporate Management Team through Senior Management Network</li> <li>• Introduction of fortnightly team meetings between line managers and teams</li> <li>• Redesign and development of intranet in progress, including remote and home access for non-PC employees</li> <li>• Weekly staff e-zine in progress</li> <li>• Redesign and expansion of Westlife completed</li> <li>• Revised STAR scheme approved</li> </ul>	Ongoing
<b>Dignity at Work Policy and procedure</b>	<ul style="list-style-type: none"> <li>• Development of robust policy and procedure to address issues</li> <li>• Introduction of mediation roles</li> <li>• Development programme for managers and mediator roles</li> <li>• Development of monitoring process through workforce management system to facilitate robust monitoring and reporting process</li> </ul>	Ongoing
<b>Engagement and involvement in service planning</b>	<ul style="list-style-type: none"> <li>• Outcomes of key service and organisational reviews communicated to all staff (incl. INEA report, SWIA inspection, and Audit Scotland Best Value review)</li> <li>• Director led forums on departmental and service plans</li> <li>• Director led forums with Elected Members on departmental service plans</li> <li>• Senior Manager Network engagement in developing strategic plans and budget options</li> <li>• Consistent communication on issues affecting organisational performance and improvement plans through the Core Brief framework</li> <li>• Service plans published on departmental intranet</li> </ul>	Ongoing

<b>Performance and Personal Development Planning (PDP)</b>	<ul style="list-style-type: none"> <li>• Introduction of individual performance management framework for CMT and Heads of Service</li> <li>• Individual performance objective setting aligned with strategic performance plans</li> <li>• Use of leadership behaviour framework to address personal development needs and complete personal development plans</li> </ul>	Ongoing
<b>Elected Member Development</b>	<ul style="list-style-type: none"> <li>• Review of member/officer relations completed</li> <li>• Development sessions facilitated by the Improvement Service</li> <li>• Increased collaborative working through pre-agenda meetings, agreed strategic priorities, CMT partnership working</li> <li>• Introduction of Political Skills behavioural framework and 360° assessment</li> <li>• Introduction of personal development plans</li> </ul>	Ongoing
<b>Health and well-being</b>	<ul style="list-style-type: none"> <li>• Developed Healthy Working Lives brand</li> <li>• Development of a Stress working group and implementation of action plan</li> <li>• Silver Award achieved for the Council - Healthy Working Lives</li> <li>• Inclusion of Healthy Working Lives column within Westlife staff magazine</li> <li>• Enhanced occupational health &amp; physiotherapy service</li> <li>• Health surveillance programme implemented</li> <li>• Active promotion of key health &amp; wellbeing initiatives (e.g. domestic abuse, alcohol awareness, walk to work)</li> <li>• Introduction of health activities (e.g. yoga classes, smoking cessation classes, health for life fitness courses)</li> </ul>	