



# Corporate Staff Survey Action Plan 2008

1

DRAFT v2.0

# 1. Working Conditions

1.1 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<b>Increased dissatisfaction with working conditions.</b>	<ul style="list-style-type: none"> <li>• Staff feel under valued</li> <li>• Less productive and motivated staff</li> <li>• High absence &amp; turnover</li> <li>• Employee relation issues</li> <li>• Less attractive place to work</li> <li>• Future recruitment issues</li> </ul>	Identify key areas where dissatisfaction is highest	Property and Facilities Management (PFM)	April 2008	List of key areas of concern
		Undertake a review of areas identified and develop action plan to address issues where possible	PFM	June 2008	Prioritised action plan and improved facilities
		Review catering facilities across the council including questionnaire to staff to identify requirements and introduction where possible of more healthy eating options	PFM and Health and Well-being Working Group	July 2008	Identification of requirements from staff, action plan of improvements and introduction of wider choice of healthy options where possible
		Incorporate improved facilities for staff in future plans for staff accommodation	PFM and Anna Woda	On-going	Future developments incorporate better facilities for staff
		Communication plan to inform staff of what action is being undertaken to address issues identified	PFM and Communications	June 2008 and on-going	Staff aware of improvements being made or planned to their working environment

## Further analysis / detail

Staff are less satisfied with their physical working conditions compared to a year ago (10% fall in the positive % score from 68% to 58%). Staff in Children and Families and particularly Social Care are least satisfied with their working conditions. While those in Environment and Culture are the most satisfied with the exception of those in BACES.

**The most frequently mentioned open comments relating to this issue include:**

- **Concerns about the quality of staff accommodation, council buildings and generally employee's work environment. Several staff expressed their support for a new Civic Centre or more a modern working environment.**
- **Staff also identified facilities provided for staff within council buildings as an issue. There were several requests for communal areas where staff can get away from their desks at lunch time and mix with colleagues; good quality food/refreshments; and improved shower/leisure facilities.**

## 2. Communications and Leadership

2.1 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<b>Improving staff perceptions of the effectiveness and visibility of senior managers</b>	Staff feel senior managers are detached from front line delivery and are not aware of real issues	Each service area to have meetings with all staff at least twice a year	All senior managers	Twice a year	Meetings with all staff increasing awareness of key issues and increased visibility
	Lack of engagement with staff and limited two way communication	All service unit heads and/or directors to introduce a staff consultation forum to encourage two way feedback	Service unit heads/directors	Quarterly	Staff actively involved with senior managers identifying key issues and developing solutions together to address points
	Low morale				
	Staff don't feel valued				
	Lack of clear direction				
	Key messages do not get through to staff	Senior managers including members of CMT and Chief Executive to spend at least one day a month with units within their span of control. Adopting a "Back to the floor" approach by doing the job for a shift.	All senior managers/CMT/Chief Executive	Monthly	Senior managers more visible and aware of issues impacting upon staff. Staff more confident in raising issues directly with senior managers operating on same level.
		Chief Executive and Directors to hold breakfast/lunch meetings with selected staff on a quarterly basis	Chief Executive/directors	Quarterly	Increased visibility. Key messages reinforced and from staff able to feedback directly to directors/CE

--	--	--	--	--

**Further analysis / detail**

Around 50% of staff agree senior managers are effective and visible. While this is significantly above the local government benchmark average, further statistical analysis (Key Driver Analysis) has identified that improvements with these indicators is likely to have a significant impact on staff engagement and therefore should be a focus for action.

In the open comments issues about management were the most frequently mentioned (195 comments). Of these several comments were specifically directed at senior managers including that they are out of touch with front line and less senior staff; that senior managers need to listen staff and communicate effectively when making decisions and implementing change.

2.2 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<b>Communication – improving employees knowledge of their own and other departments</b>	<ul style="list-style-type: none"> <li>• Staff work in silos</li> <li>• Duplication of effort</li> <li>• Best practice not shared across the council</li> <li>• Adverse impact on service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Further research into the quality and quantity of information staff need via the staff panel and staff forums</li> <li>• Each department to have themed inter – service area ‘master classes’ to increase knowledge of other units and to encourage cross unit working</li> <li>• As part of induction for new staff incorporate time within other units in service area</li> <li>• Review content and format of Improving Brent seminar to improve knowledge across council and increase staff participation</li> <li>• Managers to encourage short term attachments for their staff to other units within the council to increase knowledge</li> <li>• Decisions from CMT and local SMTs/DMTs communicated to staff</li> </ul>	<p>Consultation</p> <p>All service areas</p> <p>All managers</p> <p>Communication/HR</p> <p>All managers</p> <p>Communications and all directors</p>	<p>June 2008</p> <p>Quarterly</p> <p>On going</p> <p>July 2008</p> <p>On going</p> <p>April 2008 onwards</p>	<p>Details about information required by staff</p> <p>Increased knowledge of work in other units</p> <p>Increased knowledge of work in other units</p> <p>Increased staff participation and increased awareness of work across the council</p> <p>Increased knowledge of work in other units and increased partnership working across the council</p> <p>Staff aware of key issues and initiatives within</p>

		possibly in a service area monthly newsletter			council and own department
--	--	--	--	--	-------------------------------

**Further analysis / detail**  
**There has been a significant fall in the proportion of staff who feel well informed about what is going on in their department (58% agree - 9% decline since 2006) and who understand what other services in their department do (67% agree - 7% decline since 2006).**

**Of the 108 open comments that related specifically to communications, the most frequently mentioned issue was about improving communication and information sharing within and between departments (52 comments).**

**Related to the above questions, working relationships between departments are perceived by staff to have deteriorated, only 55% gave a positive response on this issue – a fall of 8% since 2006.**

2.3 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Fewer staff agree the future direction of Brent Council is clearly communicated to them</b></p>	<ul style="list-style-type: none"> <li>• Service delivery not aligned to corporate strategy</li> <li>• Staff do not feel they can contribute</li> <li>• Change programmes not aligned to corporate strategy</li> <li>• Staff do not feel valued</li> <li>• Staff feel uncertain about future</li> <li>•</li> </ul>	<p>Service areas to have meetings with all staff twice a year with lead members in attendance</p> <p>All unit heads to have quarterly meetings with staff</p> <p>All eligible staff to have an appraisal with objectives linked to their service plan</p> <p>All staff to have regular one to ones to review performance and achievement against objectives</p> <p>Review staff publications and marketing material to increase readership</p> <p>Pop ups to highlight key issues (possibly including publications when issued)</p> <p>Review communication methods with staff who do not have access to the intranet</p>	<p>All directors</p> <p>All unit heads</p> <p>All managers</p> <p>All managers</p> <p>Communications</p> <p>Communications/IT</p> <p>Communications</p>	<p>Twice yearly</p> <p>Quarterly</p> <p>Annually with a 6 month review</p> <p>6 weekly</p> <p>July 2008</p> <p>June 2008</p> <p>July 2008</p>	<p>Improved awareness of future direction of council</p> <p>Improved awareness and service delivery linked to strategic direction of council</p> <p>Staff's objectives linked to service plan objectives</p> <p>Objectives regularly reviewed to ensure they are in line with corporate/service objectives</p> <p>Increased awareness amongst staff and increased readership</p> <p>Increased awareness of key issues</p> <p>Increased awareness of future direction of council</p>



--	--	--	--	--	--

**Further analysis / detail**

Only 51% of staff agreed that the future direction of Brent Council is clearly communicated to them. This is 12% below the local government benchmark score and 8% down on 2006.

2.4 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Ensuring staff feel able to and are encourage to speak up and challenge the way things are done</b></p>	<ul style="list-style-type: none"> <li>• Staff feel under valued</li> <li>• Improvements to methods of service delivery can be missed</li> <li>• Staff feel de-motivated</li> <li>• Poor service delivery</li> <li>• Unsatisfied customers</li> <li>• Dissatisfaction driven underground</li> <li>• Increased turn over</li> </ul>	<ul style="list-style-type: none"> <li>• Each service area/unit to establish a staff consultation forum to encourage two way feedback</li> <li>• Introduce new FAW policy and procedure</li> <li>• Actions under 2.1 should also address the key issues here as they will increase staff engagement and two way communication</li> <li>• SHRMs and management team meet with local union representatives on a quarterly basis</li> <li>• Review and re-launch staff suggestion scheme</li> </ul>	<p>Service unit heads/directors</p> <p>HR</p> <p>See above</p> <p>SHRMs/local SMT/DMTs</p> <p>Consultation</p>	<p>Quarterly</p> <p>May 2008</p> <p>See above</p> <p>Quarterly</p> <p>September 2008</p>	<p>Staff forum established with staff able to feedback on issues and improve service delivery</p> <p>Issues raised and resolution achieved</p> <p>Staff feel they are able to raise issues and challenge the way things are done bringing about an improvement in service delivery</p> <p>Increased engagement with unions</p> <p>Increased number of staff suggestions and improvements in service delivery</p>

**Further analysis / detail**  
**Around 40% of staff agree that they are encouraged to have a say on the way things are done in Brent, which is 6% below the score in**

**2006. Also just 37% of staff feel it is safe to speak up and challenge the way things are done in Brent. In terms of the latter question the lowest scores where recorded in Transportation (12% agree); BACES (18% agree); and Brent Mental Health (18%).**

2.5 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Clearer communication, consultation, involvement and support for staff effected by change</b></p>	<ul style="list-style-type: none"> <li>• Change isn't owned</li> <li>• Limited commitment from staff</li> <li>• Resistance</li> <li>• Improvements in service delivery are missed</li> <li>• Not all risks identified</li> <li>• Change is ineffective and slow</li> <li>• Increased staff turnover</li> <li>• Low morale</li> </ul>	<p>Brent develops a corporate change management programme structure</p>	<p>PRU</p>	<p>July 2008</p>	<p>A corporate system for managing change programmes</p>
		<p>All major change programmes to have a clear communication and consultation plan</p>	<p>All programme managers and communications</p>	<p>July 2008</p>	<p>Clear communication and consultation plans leading to increased engagement</p>
		<p>Wider consultation to all staff forums as union membership in Brent is limited</p>	<p>All programme managers/project leads</p>	<p>On going</p>	<p>Increased consultation and engagement</p>
		<p>All change programmes/projects to have an associated consultation forum</p>	<p>All programme managers/project managers</p>	<p>On going</p>	<p>Increased consultation, awareness and engagement</p>
		<p>Increase managers' capability in change management</p>	<p>HR</p>	<p>On going</p>	<p>Managers with better skills to lead and manage change</p>
		<p>Improve staff understanding around the change process</p>	<p>HR</p>	<p>On going</p>	<p>Staff who understand and are better equipped to deal with change</p>

--	--	--	--	--	--

**Further analysis / detail**  
Only around a third (33%) of staff agree that the council involves them while undertaking organisational change. Also just 35% agree that the council supports employees affected by change (35% agree).

Of the 108 open comments relating to communication the second most frequently mentioned issue (32 comments) was about change and in particular ensuring there is clear communication and transparency about why decisions have been made. Staff also wanted their views and concerns taken into account before decisions or change is implemented.

2.6 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Fewer staff have had an appraisal in the last 12 months.</b></p>	<ul style="list-style-type: none"> <li>• Service delivery not linked to corporate or service plan objectives</li> <li>• Staff development needs overlooked</li> <li>• Poor performance</li> <li>• Service objectives not met</li> <li>• Staff do not feel valued</li> <li>• Staff feel demotivated</li> <li>• Good performance not rewarded</li> <li>• Increased staff turnover</li> </ul>	<p>Introduce new appraisal system for managers and staff linked to competency framework and departmental objectives</p> <p>Introduce manager and staff competencies</p> <p>CMT/SMTs/DMTs regularly review statistics around completion of appraisals</p> <p>If managers are not completing staff appraisals this should be reflected in their own appraisal</p> <p>Managers to attend appraisal workshops</p>	<p>HR</p> <p>HR</p> <p>CMT/SMTs/DMTs</p> <p>All managers</p> <p>All managers</p>	<p>April 2008</p> <p>April 2008</p> <p>May 2008 onwards</p> <p>April 2008</p> <p>March 2008 onwards</p>	<p>New appraisal introduced with individuals objectives and development needs clearly linked to service objectives</p> <p>Clear competencies which can be used for development and selection of staff</p> <p>Improved completion levels</p> <p>Improved completion levels</p> <p>Improved completion levels and improved quality of appraisals with objectives and development plans clearly linked to service delivery</p>

--	--	--	--	--	--

**Further analysis / detail**

**There has been a 6% fall in the proportion of staff that stated they have had an appraisal in the last 12 months (70% agree). Previous staff surveys have highlighted that employees that have not had an appraisal respond more negatively to a range of questions in the survey. (53%).**

**Also around two thirds of staff (67%) stated that their last performance evaluation accurately reflected their performance. This is 11% below the local government benchmark score.**

### 3. Discrimination, Harassment and Bullying

3.1 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>High levels of bullying / harassment and discrimination</b></p>	<ul style="list-style-type: none"> <li>• High numbers of ER cases</li> <li>• Demotivated staff</li> <li>• Poor performance</li> <li>• Increased staff turnover</li> <li>• Unhealthy working environment</li> <li>• Inappropriate behaviour continues unchallenged</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new Fairness at Work (FAW) policy and procedures</li> <li>• Review and relaunch code of conduct to reinforce levels of acceptable and unacceptable behaviour</li> <li>• Introduce mediation scheme</li> <li>• Revise role, select and train new Confidential Harassment Officers</li> <li>• Introduce managing conflict workshop for managers</li> <li>• Instigate disciplinary procedures where there is a serious breach of the Code of Conduct</li> </ul>	<p>HR</p> <p>HR and Communications</p> <p>HR</p> <p>HR</p> <p>HR</p> <p>All managers</p>	<p>May 2008</p> <p>May 2008</p> <p>May 2008</p> <p>May 2008</p> <p>April 2008</p> <p>On going</p>	<p>New single policy</p> <p>New Code of Conduct</p> <p>Pool of mediators with more issues being resolved informally</p> <p>Increased number of trained officers supporting staff</p> <p>Managers more confident in tackling conflict and reduced number of grievances</p> <p>Serious cases of bullying and harassment dealt with appropriately. Reduction in number of allegations</p>



		<ul style="list-style-type: none"> <li>• Introduce workshop for managers in new FAW policy</li> <li>• Regular review/analysis of cases and feedback on lessons learned</li> </ul>	<p>HR</p> <p>HR and Legal</p>	<p>April/May 2008 and on going</p> <p>Quarterly</p>	<p>Managers aware of new policy and how to implement it</p> <p>Ability to identify trends and implement measures to identify emerging issues</p>
--	--	---	-------------------------------	---	--

**Further analysis / detail**  
**One in five staff (18%) stated they have experienced bullying, harassment or discrimination.**

## 4. Career Development

4.1 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>To improve staff confidence in the career opportunities available to them at Brent Council</b></p>	<ul style="list-style-type: none"> <li>• Low morale</li> <li>• Increased staff turnover</li> <li>• Development opportunities missed</li> <li>• Not utilising talent effectively</li> <li>• Sub-optimal service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Review current recruitment, retention and reward strategy</li> </ul>	HR	July 2008	Clear strategic objectives to develop action plans around recruitment, retention and reward
		<ul style="list-style-type: none"> <li>• Review current recruitment policy in relation to parallel internal/external recruitment</li> </ul>	HR	April 2008	Opportunity in some circumstances to advertise jobs internally
		<ul style="list-style-type: none"> <li>• Develop a talent management strategy and policy and clearly communicate to staff</li> </ul>	HR	August 2008	Strategy and plans to improve talent management across the organisation
		<ul style="list-style-type: none"> <li>• Implement competency framework</li> </ul>	HR	April 2008	Staff aware of competencies required at all levels and for different roles and as such can used as a development tool
		<ul style="list-style-type: none"> <li>• Develop career pathways and communicate</li> </ul>	HR	Nov 2008	Clear pathways for staff and managers to use for staff development

		<ul style="list-style-type: none"> <li>Develop workforce development plan identifying future requirements including skills and knowledge to feed into corporate L and D plan</li> </ul>	SHRMs/HR	April 2008	Clear WDP and L and D plans to recruit and develop staff with the skills and knowledge required to deliver improved service provision over the next 3 years
--	--	---	----------	------------	---

**Further analysis / detail**  
**Only 39% of staff, agree that they are confident about their career opportunities at Brent Council. While, two thirds (67%) of staff intend to be working for Brent in 12 months time this is 6% points below the average local government benchmark figure.**

**Of the 89 open comments that related to training and development the most frequently mentioned issue was about career progression, advice and development. These staff generally wanted more opportunities to progress and develop at Brent either within their current roles, other roles or in other departments. Many felt such opportunities do not exist in Brent currently, these comments where made both by new and young employees as well as staff who have been at the council for some time.**

## 5. Employees general perceptions of the Council

5.1 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Improving employees perception of the council</b></p>	<ul style="list-style-type: none"> <li>• Increased staff turnover</li> <li>• Lack of motivation amongst staff</li> <li>• Low morale</li> <li>• Unwillingness to change</li> <li>• Sub-optimal service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Improve communications and raise awareness around benefits of working for Brent Council</li> <li>• Implement initiatives in staff survey action plan</li> <li>• Raise profile of Brent as a not only a good service provider but also as a great place to work</li> </ul>	<p>HR/Communications</p> <p>See above</p> <p>Communications</p>	<p>Ongoing</p> <p>See above</p> <p>On going</p>	<p>Staff aware of ‘the benefits of belonging’.</p> <p>Reduced turnover and improved staff survey result</p> <p>Better retention and recruitment and increased number of staff who feel proud of working for Brent council</p>
<p><b>Further analysis / detail</b>  <b>Employee’s perceptions of the council remain very positive. Particularly compared to external benchmarks, however there has been a decline in the proportion staff satisfied overall with working for Brent; who feel the work they do is worthwhile along with feelings of loyalty and being proud to work for the council.</b></p>					

## 6. Actions taken on the staff survey

6.1 Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Only 41% of staff believe that action will be taken on the problems identified in the staff survey</b></p>	<ul style="list-style-type: none"> <li>• Lower completion rate next year</li> <li>• Lower morale</li> <li>• Staff feel views are not listened to</li> <li>• Staff feel under valued</li> <li>• Lack of service improvement</li> </ul>	<p>Communicate achievements following last years' survey and action plan</p>	<p>HR/Communications &amp; Consultation</p>	<p>April 2008</p>	<p>Staff aware of actions taken following last years' survey</p>
		<p>Communicate this years action plan</p>	<p>HR/Communications &amp; Consultation</p>	<p>April 2008</p>	<p>Staff aware of action to be taken following recent survey</p>
		<p>Each service area to develop own action plan to deliver against corporate action plan and incorporate any local issues</p>	<p>All directors/SHRMs</p>	<p>April/May 2008</p>	<p>Staff aware how issues will be addressed within their service area</p>
		<p>Regularly review and communicate action against plans. Make sure achievements are clearly linked back to staff survey action plan</p>	<p>CMT/SMTs/DMTs/ Communications</p>	<p>Quarterly )</p>	<p>Staff updated on progress against action plan</p>
<p><b>Further analysis / detail</b></p>					

## 7. Work Life balance and pay

Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Staff feel less able to balance their work and personal life and the majority do not feel they are fairly paid given their responsibilities.</b></p>	<ul style="list-style-type: none"> <li>• Increased staff turnover</li> </ul>	<p>Continue work with work life balance working group to identify issues and introduce new initiatives</p>	<p>HR</p>	<p>On going</p>	<p>New initiatives to improve work life balance</p>
	<ul style="list-style-type: none"> <li>• Low morale</li> <li>• Staff feel under valued</li> </ul>	<p>Feedback outcomes of work life balance workshops with staff, managers and senior managers and agree plan of action</p>	<p>HR</p>	<p>April 2008</p>	<p>Identify barriers and action plan to reduce them</p>
	<ul style="list-style-type: none"> <li>• Increased levels of stress</li> <li>• Increased absenteeism</li> </ul>	<p>Introduce new flexible working policy and workshops for staff</p>	<p>HR</p>	<p>May/June 2008</p>	<p>Flexible working toolkit expanding current options together with a workshop to assist managers improve their own work life balance and enable them to challenge current working practices</p>
	<ul style="list-style-type: none"> <li>• Sub optimal service delivery</li> </ul>	<p>Undertake assessment with Work Wise UK to develop and embed smarter ways of working</p>	<p>HR</p>		
		<p>Develop total reward strategy and communicate to staff total value of employment package</p>	<p>HR and Communications</p>	<p>October 2008</p>	<p>Maximise financial and non-financial reward for staff. Staff aware of value of total package</p>

		Expand staff benefit scheme to include more local benefits	HR/People Centre	On going	Staff benefit from local discounts
		Benchmark against other public sector organisations	HR	September 2008	Able to identify areas above, in line or above sector averages

**Further analysis / detail**

Less than two thirds of staff (63%) feel they are able to balance their working life and personal commitments. This is five percentage points down on last year and four below the local government benchmark score. Staff within Social Care and ITU has particularly low positive scores in relation to this question (54% and 51% respectively compared to 63% across the council).

Only 38% of staff agreed that they are fairly paid given their responsibilities. This is eight percentage points below last years score and six points below the local government average. The lowest positive percentage scores for this question were recorded in for staff within the Housing Resource Centre (19%), BACES 21%, Housing Strategy and Regeneration (23%), Environmental Health (24%) and Brent Learning Disability (26%).

## 8. Tackling hotspots

Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Staff in a number of customer facing units that have typically given less positive responses to the survey overall.</b></p>	<ul style="list-style-type: none"> <li>• Low morale</li> <li>• Increased staff turnover</li> <li>• Increase in number of ER cases</li> </ul>	<p>Focus groups with key groups to identify underlying issues</p> <p>Individual action plans for groups identified</p> <p>Improve staff engagement</p> <p>Action plan and updates regularly communicated to</p>	<p>Unit heads/SHRM /L&amp;D</p> <p>Unit head/SHRM</p> <p>Unit head/SHRM</p> <p>Unit Head/SHRM /Communications</p>	<p>April 2008</p> <p>May 2008</p> <p>May 2008 and on going</p> <p>May 2008 and on going</p>	<p>Clearer understanding of issues</p> <p>SMART action plan to address issues identified</p> <p>Increased staff participation, issues identified early on and acted upon</p> <p>Staff aware of action planned and progress against plan</p>
<p><b>Further analysis / detail</b>  <b>There appears to be a number of units where staff have given less positive responses to a range of indicators in the survey these include, Information Technology Unit, BACES, Environmental Health, StreetCare, Transportation and Brent Mental Health.</b></p>					



Issue	Possible Impacts	Actions	Owners	Timescale	Success Measures
<p><b>Demographically certain groups of staff have typically given less positive responses to the survey overall.</b></p>	<ul style="list-style-type: none"> <li>• Low morale</li> <li>• Increased ER issues</li> <li>• Staff feel undervalued</li> <li>• Increased staff turnover</li> <li>• Sub-optimal service delivery</li> <li>• Not maximising individual potential</li> </ul>	<p>Focus groups with key groups to identify underlying issues</p> <p>Individual action plans for groups identified</p> <p>Action plan and updates regularly communicated to</p>	<p>Diversity/SHRM /L&amp;D</p> <p>Diversity/SHRM</p> <p>Diversity /Communications</p>	<p>April 2008</p> <p>May 2008</p> <p>May 2008 and on going</p>	<p>Clearer understanding of issues</p> <p>SMART action plan to address issues identified</p> <p>Staff aware of action planned and progress against plan</p>

**Further analysis / detail**  
**Demographically there appears to be certain groups of staff that have given less positive responses to a range of indicators in the survey including:**

**Qs where there is a significant statistical difference includes**

- 'Other black backgrounds' — (Qs 4,9,10,11,12,19,21,22,30,36,38,40,41,46,51, 52 and 63)
- Staff aged 21-30 on (Qs – 58,59, 60, 61,63)
- Disabled staff particularly (Qs – 2,10,11,17,20,25,26,38,39,40,41,51,52,53,56,62)
-