

The Big Life group Staff Survey 2017

The annual staff survey was carried out with all Big Life group employees during December 2017. The survey included casual staff.

359 people completed the survey out of a possible 526 employees, corresponding to a 68% response rate, an increase of 8% from the previous year.

Surveys were sent out via a web link to all employees and paper copies were made available where use of IT is limited such as the Nurseries.

The survey covers 10 categories: About You, About Your Job, Culture, Mission and Values, Your Team, Targets, Group Communication, Training/Development, Health and Safety and Wellbeing.

This year's survey includes a number of new questions to reflect the key targets set by the group in the 2017-2020 business plan and results are split into services rather than businesses /charities as in previous years. As a result of this the survey does not include comparisons with previous year's data.

Services should review this data, discuss strengths and challenges and set targets for 2018/19 to support workforce development, culture, wellbeing, training and development, health and safety and communication.

1. About You

Which part of The Big Life group do you work in?

	Total number of people within business area	Total number of surveys completed	2017
Big Issue in the North	29	22	76%
Big Life Homes	1	1	100%
Big Life Nurseries	59	33	63%
Children's Centres (Manchester)	36	14	39%
Children's Centres (Stockton)	19	11	58%
Community Voice	4	4	100%
Energise Centre	9	8	89%
E-Therapy	21	10	48%
Fairer Start Stockton	3	1	33%
Group Services	40	39	98%
Kath Locke and Zion Centre	12	13	100%
Living Well	36	28	78%
Longsight Community Primary	31	26	84%
Pathways	17	11	65%
Peer Support	7	5	71%
Self Help Groups	25	15	60%
Talking Therapies (IAPT)	107	60	56%
The Sanctuary	21	8	38%
Unity Community Primary	27	33	100%
Waves of Hope	1	1	100%
Working Well	18	11	61%
YouFirst	3	1	33%
THE BIG LIFE group		355	

At the time of the survey a number of services were going through consultation (Children’s Centres Stockton, Fairer Start Stockton) in these services the response rate is low. Where services have casual staff the proportion of casual staff who have completed surveys compared to full/part time staff is lower. This could be due to people not being able to access the survey easily, not being in a service often and so not seeing/being reminded to complete the survey or could suggest casual staff are not as engaged as those who work more regular hours.

Unfortunately the IAPT services were included as a whole and not included as individual services (eg Thinking Ahead Rochdale, Talking therapies Eastern Cheshire) and so staff may not have known to identify themselves as Talking Therapies (IAPT) . These services will be listed individually in future surveys.

Do you work full-time, part-time or Casual?

	Total 2017
Full Time	70%
Part Time	27%
Casual	3%

	Staff Answering 2017 Survey	Percentage of staff within the service who are FT	Staff Answering 2017 Survey	Percentage of staff within the service who are PT	Staff Answering 2017 Survey	Percentage of staff within the service who are casual
	Full-Time	Full-Time	Part-Time	Part-Time	Casual	Casual
Big Issue in the North	54.55%	44.83%	27.27%	20.69%	18.18%	34.48%
Big Life Homes	N/A	N/A	100%	100%	N/A	N/A
Big Life Nurseries	69.70%	66.10%	30.30%	28.81%	0	5.08%
Children’s Centres (Manchester)	85.71%	41.66%	14.29%	52.77%	0	5.55%
Children’s Centres (Stockton)	54.55%	26.32%	45.45%	36.84%	0	36.84%
Community Voice	50%	25%	50%	75%	0	0%

Energise Centre	0	0%	100%	100%	0	0%
E-Therapy	90%	66.66%	10%	28.57%	0	4.76%
Fairer Start Stockton	0	33.33%	100%	33.33%	0	33.33%
Group Services	84.62%	75%	15.38%	25%	0	0%
Kath Locke and Zion Centre	69.23%	58.33%	30.76%	33.33%	0	0%
Living Well	75%	69.44%	25%	27.78%	0	2.78%
Longsight Community Primary	84.62%	74.19%	15.38%	25.81%	0	0%
Pathways	63.64%	76.47%	36.36%	23.53%	0	0%
Peer Support	20%	28.57%	80%	57.14%	0	14.29%
Self Help Groups	53.33%	32%	40%	24%	6.67%	44%
Talking Therapies (IAPT)	81.67%	71.03%	18.33%	25.23%	0	3.74%
The Sanctuary	50%	4.76%	12.50%	28.57%	37.50%	66.66%
Unity Community Primary	60.61%	48.15%	36.36%	44.44%	3.03%	7.41%
Waves of Hope	100%	100%	0	0%	0	0%
Working Well	72.73%	83.33%	27.27%	16.67%	0	0%
YouFirst	0	33.33%	100%	66.66%	0	0%

How long have you been with The Big Life group?

	% of Respondents	Number of Responses
0-6 months	11.55%	41
6-12 months	11.83%	42
1-2 years	18.87%	67
2-3 years	26.76%	95
3 - 5 years	20.56%	73
5 years +	10.42%	37

About Your Job

	Overall I am satisfied with my job	I feel secure about my job within the Organisation	I am empowered to make decisions, within the scope of my role	Changes affecting my job are handled well	I feel my role makes a difference to clients/ service users	I receive regular and routine supervision/line management meetings	I am happy with the way my supervisions are carried out	I have had an appraisal in the last 12 months	I am happy with the way my Appraisal was carried out	I feel my salary is a fair market rate	I have the equipment I need to do my job
Big Issue in the North	91%	86%	95%	86%	100%	95%	91%	64%	64%	50%	86%
Big Life Homes	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Big Life Nurseries	82%	52%	70%	67%	100%	82%	79%	64%	64%	45%	82%
Children's Centres (Mcr)	86%	64%	86%	57%	100%	100%	100%	71%	71%	50%	93%
Children's Centres (Stockton)	27%	9%	36%	18%	100%	73%	64%	82%	64%	36%	45%
Community Voice	75%	75%	100%	75%	75%	75%	75%	50%	50%	100%	100%
Energise Centre	100%	0%	88%	63%	100%	100%	88%	88%	63%	88%	88%
E-Therapy	80%	100%	90%	70%	100%	90%	100%	40%	40%	70%	90%
Fairer Start	0%	0%	0%	0%	0%	100%	100%	N/A	N/A	0%	100%
Group Services	95%	82%	79%	82%	85%	95%	90%	85%	72%	62%	100%

Kath Locke and Zion Centre	85%	62%	69%	77%	100%	77%	92%	92%	92%	54%	85%
Living Well	96%	82%	96%	79%	96%	96%	93%	68%	71%	46%	96%
Longsight Community	92%	69%	73%	85%	92%	92%	92%	81%	77%	62%	96%
Pathways	91%	27%	82%	91%	100%	100%	100%	100%	82%	73%	100%
Peer Support	80%	80%	100%	60%	100%	80%	100%	80%	80%	60%	80%
Self Help Groups	87%	80%	93%	67%	100%	100%	100%	53%	53%	40%	93%
Talking Therapies (IAPT)	87%	85%	88%	65%	93%	93%	95%	47%	45%	53%	77%
The Sanctuary	50%	50%	38%	38%	88%	38%	38%	63%	0%	50%	88%
Unity Community Primary	97%	91%	94%	79%	97%	85%	88%	73%	73%	73%	91%
Waves of Hope	100%	100%	100%	100%	100%	100%	100%	N/A	N/A	0%	100%
Working Well	55%	9%	64%	45%	82%	64%	55%	64%	64%	82%	100%
You First	100%	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total 2017	86%	70%	82%	71%	95%	89%	88%	66%	63%	57%	88%

86% of respondents are satisfied in their jobs - the services where job satisfaction is lower are predominantly those where staff are at risk of redundancy due to contract ends. Similarly job security (70%) is rated lower in services where staff may be at risk in March 2018 (Employment, Children's Centres Stockton, Fairer Start Stockton) or in services which have seen a lot of change in the last year (Nurseries following a number of nursery closures). 71% of staff feel that changes are handled well, this number is lower in services where staff are at risk. *The group should will ensure exit interviews capture what staff think could be done differently during periods when staff are at risk or agreeing TUPE terms for transfer to new service providers.*

95% of staff believe their role makes a difference to clients/service users, this feedback is also reflected in the question 'What makes you proud to work for Big Life' in a later section of the survey.

89% of staff receive regular supervision with 88% happy with the way supervisions are carried out. 66% of staff had an appraisal with 95% happy with the way it was carried out. 21% of people did not need an appraisal due to being in post for less than a year, this means 13% of staff completing the survey who were due an appraisal did not receive one. . Following the 2016 staff survey services with low levels of supervision and appraisal set targets to increase these. *The HR audits taking place in 2018 will check supervision and appraisal quantity and will also sample check quality. A series of learning sets will take place in 2018 to support staff and managers to get the most out of supervision and appraisal.*

57% of staff feel their salary is a fair market rate. In 2016 the group introduced job families which aim to ensure consistent job descriptions and salary bands for equivalent roles across the group.

88% of staff feel they have the equipment needed to do their jobs. Of the 12% of people who felt they did not have the resources needed, responses highlighted poor internet connection in offices and with dongles for remote working alongside the need for rooms which are fit for purpose for service delivery.

Length of Service	0-6 months	6-12 months	1-2 years	2-3 years	3-5 years	5 years +
Overall I am satisfied with my job	93%	95%	83%	76%	89%	82%
I feel secure about my job	85%	73%	74%	72%	63%	63%

Job satisfaction is high when people join the group, the group induction was revamped in 2016 and managers are supported to ensure all staff attend mandatory training and set targets to be achieved within the probation period. In years 3-5 job satisfaction dips, the group introduced a revised training and development offer in 2017 which aims to enable staff to develop within the group (through expert practitioner roles, leads and cross group working groups) even if immediate promotion opportunities in their service aren't available.

The level of job security decreases over time and could be attributed to the commissioning cycle which sees contracts re-tendered on a 2/3 year cycle. A new succession planning tool introduced in 2018 will enable services to have open and honest discussions with staff about their roles, this aspirations for the future and the development needed to enable them to continue their career journey or excel in their current role.

Length of Service	0-6 months	6-12 months	1-2 years	2-3 years	3-5 years	5 years +
I agree my salary is a fair market rate	68%	59%	59%	57%	53%	55%

The longer people stay in their post the less satisfied they become with their pay - this could be due to most staff in the group being on fixed salary points rather than bands which gives little opportunity for salary increases, outside of a role change.

Culture

	I feel committed to the mission of the Big Life group	I feel valued as a member of staff	The Big Life group values people with different talents and ideas	I regularly receive recognition or praise for doing good work	My Manager, or someone at work, cares about me as a person	There is someone at work that encourages my development	I feel that I have a good relationship with my Manager	I would recommend the Big Life group as an employer
Big Issue in the North	95%	95%	100%	91%	95%	95%	95%	95%
Big Life Homes	100%	100%	100%	100%	100%	100%	100%	100%
Big Life Nurseries	85%	70%	85%	79%	94%	97%	100%	82%
Children's Centres (Mcr)	100%	93%	100%	86%	100%	71%	93%	100%
Children's Centres (Stockton)	64%	36%	55%	73%	82%	83%	83%	27%
Community Voice	100%	75%	100%	50%	100%	75%	100%	100%
Energise Centre	100%	88%	88%	88%	100%	88%	100%	100%
E-Therapy	100%	80%	90%	90%	100%	100%	100%	100%
Fairer Start	0%	0%	0%	100%	100%	100%	100%	0%
Group Services	100%	89%	92%	77%	97%	79%	92%	95%
Kath Locke and Zion Centre	100%	77%	92%	92%	92%	85%	92%	85%
Living Well	93%	86%	86%	79%	96%	89%	100%	96%
Longsight Community	100%	88%	92%	62%	100%	92%	96%	92%
Pathways	100%	91%	100%	82%	91%	91%	100%	100%
Peer Support	100%	100%	80%	80%	100%	100%	80%	80%
Self Help Groups	93%	87%	87%	80%	100%	100%	100%	87%
Talking Therapies (IAPT)	90%	82%	95%	77%	95%	82%	92%	85%
The Sanctuary	75%	50%	88%	13%	75%	50%	63%	50%
Unity Community Primary	97%	91%	97%	79%	97%	94%	97%	88%

Waves of Hope	100%	100%	100%	100%	100%	100%	100%	100%
Working Well	91%	73%	82%	64%	91%	64%	82%	82%
You First	100%	100%	100%	100%	100%	100%	100%	100%
Total 2017	93%	83%	91%	76%	95%	87%	94%	87%

Cultural indicators remain high across the group, even in some services where contracts are coming to an end and staff may feel at risk. 93% staff feel committed to the mission of the group and 83% feel valued. 95% believe their manager/someone at work cares about them,

87% of staff believe their development is encouraged. This could be as a result of the re-launched training plan which offers staff four types of training; mandatory, optional, vocational and expert sessions alongside the opportunity for staff to be involved in working groups and projects which have a cross group focus and take on 'lead' roles in their services such as Health and Safety, Wellbeing, Designated safeguarding officer all which offer personal development opportunities.

94% of people have a good relationship with their manager, this is particularly encouraging as 98% of staff identify having a positive relationship with their manager as important to their wellbeing (see wellbeing section) .

87% would recommend the group as a good employer - this is lower than last year's figure and could be as a result of staff in the group being at risk due to contract ends.

91% believe the group values people with different talents and ideas.

Mission and Values

	The group has a clear mission	The group has a clear set of values	The group generally lives up to its values even when times are tough	My service demonstrates the Big Life Way - Tread New Ground	My service demonstrates the Big Life Way - First Class	My service demonstrates the Big Life Way - Never give up	My service demonstrates the Big Life Way - People not Problems	My service demonstrates the Big Life Way - Works in Partnership
Big Issue in the North	100%	100%	91%	77%	95%	95%	95%	91%
Big Life Homes	100%	100%	100%	100%	100%	100%	100%	100%
Big Life Nurseries	94%	94%	82%	82%	88%	88%	79%	88%
Children's Centres (Mcr)	100%	100%	93%	100%	86%	100%	100%	100%
Children's Centres (Stockton)	73%	55%	36%	55%	55%	55%	55%	64%
Community Voice	100%	100%	100%	100%	75%	100%	100%	100%
Energise Centre	88%	88%	63%	100%	100%	100%	100%	100%
E-Therapy	100%	100%	80%	90%	90%	100%	100%	100%
Fairer Start	0%	0%	0%	0%	0%	0%	0%	0%
Group Services	95%	97%	90%	97%	95%	100%	90%	95%
Kath Locke and Zion Centre	85%	77%	77%	92%	92%	100%	92%	92%
Living Well	93%	96%	86%	96%	86%	89%	93%	89%
Longsight Community	96%	100%	92%	81%	88%	100%	88%	96%
Pathways	82%	100%	91%	100%	100%	100%	100%	100%
Peer Support	100%	100%	80%	80%	80%	80%	100%	100%
Self Help Groups	100%	100%	73%	93%	80%	87%	87%	87%
Talking Therapies (IAPT)	95%	93%	85%	90%	88%	93%	92%	92%
The Sanctuary	100%	100%	63%	75%	50%	75%	75%	75%
Unity Community Primary	94%	94%	82%	100%	97%	97%	97%	100%
Waves of Hope	100%	100%	100%	100%	100%	100%	100%	100%

Working Well	100%	100%	82%	82%	64%	91%	82%	82%
You First	100%	100%	100%	100%	100%	100%	100%	100%
Total 2017	94%	94%	83%	89%	87%	93%	90%	92%

Following the business planning process in 2017, the group reviewed its messaging, launched its 2017-2020 business plan and launched The Big Life Way - a series of principles which all services demonstrate in order to change the world.

94% of staff believe the group has a clear mission and values, 83% believe the group lives up to its values even when times are tough. In 16 of the 22 services over 80% of staff believe their service demonstrates every element of The Big Life Way.

This year, for the first time, the survey asked staff what makes them feel proud to work for the group. A huge amount of positive feedback was given in answer to this question with clear themes emerging around the group's values and ethos, people feeling valued within their teams, making a difference to people's lives, and working in, and with, communities.

Your Team

	I feel committed to my teams success	I feel morale in my team is good	I feel valued within my team	Within my team there is personal conflict between people	I have had a team event this year
Big Issue in the North	100%	91%	100%	23%	77%
Big Life Homes	100%	100%	100%	0%	100%
Big Life Nurseries	97%	82%	91%	33%	82%
Children's Centres (Mcr)	93%	79%	86%	29%	71%
Children's Centres (Stockton)	91%	18%	64%	55%	73%
Community Voice	100%	75%	75%	75%	75%
Energise Centre	100%	25%	100%	38%	50%
E-Therapy	100%	70%	80%	10%	90%
Fairer Start	0%	0%	100%	0%	100%
Group Services	100%	77%	79%	44%	82%
Kath Locke and Zion Centre	100%	69%	92%	38%	62%
Living Well	100%	64%	82%	57%	82%
Longsight Community	100%	85%	81%	35%	46%
Pathways	100%	82%	91%	36%	45%
Peer Support	100%	60%	100%	0%	40%
Self Help Groups	100%	67%	87%	13%	87%
Talking Therapies (IAPT)	95%	68%	82%	28%	83%
The Sanctuary	75%	25%	25%	100%	0%
Unity Community Primary	100%	97%	94%	21%	79%
Waves of Hope	100%	0%	100%	0%	0%
Working Well	100%	27%	82%	55%	82%
You First	100%	100%	100%	0%	100%

Total 2017	97%	71%	85%	34%	73%
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Approximately a third of staff feel there is personal conflict within their teams. In the period April - September 2017 there were 6 grievances submitted to HR compared to 1 in the same period in 2016. Work needs to be done to understand what this conflict is and how this can be resolved. Despite this 97% of respondents feel committed to the success of their team and 71% describe good morale within their team, though morale is lower in teams where contracts are ending which may impact on staff remaining with the group.

85% of staff felt valued within their teams with 73% of people having attended a team activity in the last year. A number of initiatives take place each year enabling teams to secure a contribution towards their team activities - completion of the staff survey and a Christmas competition for example. All teams are encouraged to hold an annual team day and a festive celebration.

The group will continue to support staff to resolve personal conflict informally, providing managers and staff with training to enable honest conversations and the skills to challenge when Big Life Values are not being met, the HR team will continue to facilitate mediation to support his process when needed.

Target Setting

	I was involved in setting targets for my team	% of people not involved in setting targets because are a new member of the team	% of people not involved in setting targets for your team, was this because? - I have never been asked	% of people not involved in target setting because? - I don't know what the targets are	% of people not involved in setting targets for your team, because? - I was not in work when the targets were set	We systematically gather feedback from customers and partners	We act on the feedback we receive
Big Issue in the North	68%	0%	29%	0%	43%	73%	86%
Big Life Homes	100%	0%	0%	0%	0%	100%	100%
Big Life Nurseries	67%	20%	33%	20%	0%	88%	94%
Children's Centres (Mcr)	64%	40%	20%	0%	0%	100%	100%
Children's Centres (Stockton)	64%	3%	6%	9%	0%	91%	73%
Community Voice	75%	0%	100%	0%	0%	100%	100%
Energise Centre	88%	0%	0%	0%	0%	100%	100%
E-Therapy	30%	50%	0%	0%	0%	100%	80%
Fairer Start	100%	0%	0%	0%	0%	100%	100%
Group Services	54%	19%	44%	6%	13%	69%	95%
Kath Locke and Zion Centre	54%	0%	37%	50%	0%	85%	69%
Living Well	50%	9%	72%	0%	0%	100%	93%
Longsight Community	58%	10%	60%	10%	0%	77%	77%
Pathways	64%	0%	25%	0%	0%	64%	82%
Peer Support	20%	33%	33%	0%	33%	100%	80%
Self Help Groups	27%	30%	40%	0%	0%	100%	87%
Talking Therapies (IAPT)	30%	12%	44%	0%	5%	88%	72%
The Sanctuary	13%	0%	50%	0%	0%	63%	50%
Unity Community Primary	58%	36%	45%	9%	0%	94%	88%
Waves of Hope	0%	100%	0%	0%	0%	0%	0%
Working Well	36%	20%	50%	10%	10%	82%	64%

You First	40%	0%	0%	0%	0%	100%	100%
Total 2017	51%	18%	43%	6%	5%	86%	83%

In 2016/17 the group carried out a business planning exercise to agree group wide and service targets for 2017-2020. A number of methods were used to gather input from staff in all services, in all roles ensuring everyone had the opportunity to share their thoughts and contribute to this process. The annual business planning cycle provides the opportunity for all staff to be involved in target setting; at each services' business planning days staff review progress, challenges and discuss potential targets for the following year. These are then cascaded through appraisal into individual staff targets with the aim of staff being able to see clearly how their individual targets contribute to the service and wider group targets.

It is disappointing that half of staff felt they had not been asked to contribute to the target setting process. A number of staff reported this is because targets are set by external commissioners, however all teams also have group-wide and service targets which teams contribute to setting. In some services, due to shift patterns and a high number of 'casual' staff, it can be difficult to get feedback from all staff however this doesn't equate to a half of all services.

Staff who did not contribute to target setting stated the main reason was because they were not asked (45% of those who didn't contribute) or they were new staff and so were not in post at the time (18%). The group should review how targets are cascaded by senior management teams to staff teams .

Group Communication

	I have access to the information I need about my service	I have access to the information I need about other services	How do you find out about what other teams in the group are doing? - Via the website	How do you find out about what other teams in the group are doing? - Big News	How do you find out about what other teams in the group are doing? - Big Life Bulletin	How do you find out about what other teams in the group are doing? - word of mouth	How do you find out about what other teams in the group are doing? - Via training	How do you find out about what other teams in the group are doing? - Events such as the staff awards	How do you find out about what other teams in the group are doing? - I Don't
Big Issue in the North	100%	95%	32%	50%	77%	64%	68%	45%	0%
Big Life Homes	100%	100%	0%	0%	100%	0%	0%	0%	0%
Big Life Nurseries	91%	88%	48%	39%	55%	58%	36%	36%	3%
Children's Centres (Mcr)	100%	86%	21%	57%	86%	64%	29%	79%	0%
Children's Centres (Stockton)	73%	55%	27%	45%	82%	45%	27%	27%	0%
Community Voice	100%	100%	50%	50%	50%	25%	25%	25%	0%
Energise Centre	100%	88%	38%	75%	88%	75%	25%	13%	13%
E-Therapy	100%	90%	20%	50%	80%	60%	30%	30%	0%
Fairer Start	100%	0%	0%	0%	100%	0%	0%	0%	0%
Group Services	97%	79%	18%	77%	92%	72%	15%	54%	0%
Kath Locke and Zion Centre	85%	65%	31%	54%	77%	62%	15%	31%	8%
Living Well	100%	89%	21%	50%	68%	54%	32%	39%	14%
Longsight Community	100%	73%	35%	31%	69%	58%	12%	31%	0%
Pathways	91%	73%	55%	64%	82%	73%	27%	18%	0%
Peer Support	100%	80%	20%	80%	100%	40%	40%	60%	0%
Self Help Groups	87%	67%	20%	33%	87%	67%	40%	40%	0%

Talking Therapies (IAPT)	97%	80%	23%	53%	78%	53%	35%	30%	7%
The Sanctuary	88%	50%	25%	50%	63%	12%	25%	0%	25%
Unity Community Primary	100%	97%	30%	45%	79%	48%	9%	52%	12%
Waves of Hope	100%	100%	100%	100%	0%	0%	0%	0%	0%
Working Well	100%	100%	27%	73%	100%	64%	36%	64%	9%
You First	100%	100%	100%	100%	100%	100%	0%	100%	0%
Total 2017									
	96%	83%	29%	52%	77%	58%	26%	39%	5%

96% of staff feel they have access to the information they need about their own service and 83% about other services. The email bulletin remains the most common way that staff find out about what other teams are doing (77%), the bulletin is a fortnightly communication meaning that over three quarters of all staff are regularly keeping up to date with group news. Over half of all respondents also said they find out what is going on in the rest of the group via word of mouth and the Big News.

Training and Development

	This year I have had the opportunity at work to learn and grow	I believe I can develop my career as I would like, within the Big Life group	The Big Life group acts fairly with regards to career progression and promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age	I am happy with the quality of training I have received this year - In house training	I am happy with the quality of training I have received this year - External training	Following training my manager helps me to put my new skills in to practice	I am a group lead for - Wellbeing	I am a group lead for - Disability	I am a group lead for - Peer Supporter	I am a group lead for - Volunteering	I am a group lead for - Health and Safety	I am a group lead for - Safe guarding
Big Issue in the North	86%	64%	95%	77%	59%	59%	N/A	N/A	N/A	13%	24%	11%
Big Life Homes	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A
Big Life Nurseries	82%	85%	100%	82%	67%	85%	N/A	N/A	N/A	N/A	6%	14%
Children's Centres (Mcr)	86%	86%	79%	79%	79%	86%	8%	N/A	N/A	N/A	6%	7%
Children's Centres (Stockton)	73%	18%	36%	73%	73%	82%	N/A	N/A	N/A	13%	6%	11%
Community Voice	75%	75%	100%	75%	100%	75%	N/A	N/A	N/A	N/A	N/A	N/A
Energise Centre	75%	50%	75%	100%	75%	88%	N/A	N/A	13%	13%	6%	4%
E-Therapy	70%	80%	100%	90%	40%	90%	N/A	N/A	N/A	N/A	N/A	4%
Fairer Start	100%	0%	0%	N/A	100%	100%	N/A	N/A	N/A	13%	N/A	N/A
Group Services	85%	67%	85%	74%	49%	67%	8%	N/A	25%	13%	6%	7%

Kath Locke and Zion Centre	62%	62%	77%	69%	38%	62%	8%	N/A	N/A	N/A	12%	7%
Living Well	86%	79%	96%	89%	64%	89%	25%	N/A	25%	N/A	6%	
Longsight Community Pathways	92%	46%	85%	88%	58%	77%	N/A	N/A	N/A	N/A	N/A	4%
Peer Support	82%	64%	91%	82%	73%	73%	N/A	N/A	N/A	25%	6%	N/A
Self Help Groups	80%	60%	100%	60%	40%	60%	8%	N/A	38%	N/A	N/A	N/A
Talking Therapies (IAPT)	93%	73%	93%	73%	60%	67%	N/A	N/A	N/A	N/A	N/A	N/A
The Sanctuary	88%	65%	92%	77%	62%	72%	25%	N/A	N/A	N/A	6%	18%
Unity Community Primary	13%	25%	75%	13%	25%	13%	N/A	N/A	N/A	N/A	N/A	N/A
Waves of Hope	88%	91%	100%	79%	64%	70%	8%	N/A	N/A	13%	6%	11%
Working Well	0%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
You First	55%	36%	100%	64%	18%	45%	8%	N/A	N/A	N/A	N/A	N/A
Total 2017	100%	100%	100%	100%	100%	100%	N/A	N/A	N/A	N/A	6%	N/A
	82%	67%	90%	77%	59%	72%	3%	N/A	2%	2%	5%	8%

A key factor in employee motivation and retention is the opportunity to grow and develop job and career enhancing skills. 82% of respondents felt they had the opportunity to learn and grow at work with 67% believing they could develop their career as they would like within the group. The group's re-launched training and wellbeing offer (outlined previously) , succession planning and workforce plans will support staff and team development further in the next year.

77% respondents said they were happy with quality of the internal training and 59% the external training they had attended this year. This year training evaluation forms were revised to enable us to measure increase in knowledge of attendees as a result of the training they have attended. This will help ensure continuous improvement of the training offered internally. 72% of people felt their manager helped them put training into practice. The revised training folder gives staff tools to reflect on their training and the impact it has had on their performance.

This year the group has created a number of 'lead roles' which enable staff to develop outside of their day to day role by taking on responsibility for a function such as health and safety, wellbeing, designated safeguarding for example. Within these roles staff receive training to ensure an understanding of legal and best practice requirements and work with staff in their services to shares and cascade this information.

The survey asked staff what the benefit had been of taking on a lead role to them personally; staff feedback that it had provided them the opportunity to increase skills and knowledge and access training, feel more confident and knowledgeable about a subject area, and provided the opportunity to network with staff across the group.

From a service point of view staff felt the main benefits was improved knowledge within the service about the subject area (health and safety for example) .

Wellbeing

	My manager cares about my wellbeing	I have a friend at work	I feel I am supported in achieving a good work/life balance - Not Supported(rated 1-2)	I feel I am supported in achieving a good work/life balance - supported a lot (rated 3 - 5)	I feel able/supported to work flexible hours when I need to	I feel the organisation provides for my needs as a parent/carer
Big Issue in the North	96%	86%	9%	91%%	77%	50%
Big Life Homes	100%	100%	0%	100%	100%	100%
Big Life Nurseries	97%	94%	6%	94%	61%	55%
Children's Centres (Mcr)	93%	100%	7%	93%	86%	64%
Children's Centres (Stockton)	82%	100%	36%	64%	55%	27%
Community Voice	100%	100%	25%	75%	100%	75%
Energise Centre	75%	88%	0%	100%	75%	63%
E-Therapy	100%	100%	10%	90%	100%	10%
Fairer Start	100%	100%	0%	100%	100%	100%
Group Services	97%	85%	10%	90%	95%	51%
Kath Locke and Zion Centre	92%	85%	10%	90%	77%	54%
Living Well	100%	96%	7%	93%	96%	54%
Longsight Community	92%	96%	23%	77%	35%	54%
Pathways	100%	91%	0%	100%	100%	73%
Peer Support	80%	100%	0%	100%	100%	60%
Self Help Groups	93%	93%	7%	93%	93%	27%
Talking Therapies (IAPT)	95%	93%	13%	87%	95%	30%
The Sanctuary	50%	88%	38%	62%	75%	38%
Unity Community Primary	97%	97%	6%	94%	64%	73%
Waves of Hope	100%	100%	0%	100%	100%	100%
Working Well	100%	100%	9%	91%	82%	27%
You First	100%	100%	0%	91%	100%	100%
Total 2017	94%	93%	11%	89%	80%	92%

94% of staff believe their manager cares about their wellbeing and 93% of staff have a friend at work.

89% of staff feel; supported to achieve a good work /life balance and 80% of staff feel able to work flexible hours when they need to - this is high given that some services are limited in the amount of flexibility they can offer for example in nurseries and schools where ratios are critical.

This year saw the relaunch of the wellbeing working group which has reviewed and re-launched the wellbeing offer, identified and trained wellbeing leads in every service, and supported the group to achieve the Investors In People health and wellbeing accreditation.

In response to this question, staff suggested a number of wellbeing initiatives which will be shared with the health and wellbeing working group for consideration.

For the first time this year the survey asked staff if they had a long term condition, a disability, mental health condition, lived experience, had been through a bereavement, or had carer or parental responsibilities.

	Agree
Staff who identified as having a Long-term condition	25% (88 staff)
Staff who identified as having a - Disability	11% (39)
Staff who identified as having a Mental Health condition	35% (126)
Staff who identified as having a - Lived experience	29% (105)
Staff who identified as having had a bereavement	20% (73)
Staff who identified as having - Caring responsibilities	26% (95)
Staff who identified as having a Parental responsibilities	38% (136)

11% of people identified they had a disability, around 16% of the general population have a disability and so the group should look to increase the number of staff it recruits with a disability to be reflective of the general population. A Labour Force Survey stated that 46.3% of working age disabled people are in employment compared to 76.4% of non-disabled working age people.

Carers.org.uk believe 1 in 8 workers is a carer, 95 people (26%) answering the staff survey identified as carers, almost double carers.org.uk's figure.

The group has monitored the number of employees with a mental health condition previously at 33%, this year's figures show a slight increase to 35%.

Support provided to staff

	Agree	Disagree
My manager has supported me around my - Long-term conditions	86%	14%
My manager has supported me around my - Disability	77%	23%
My manager has supported me around my - Mental Health	83%	17%
My manager has supported me around my - Lived experience	83%	17%
My manager has supported me around my - Following a bereavement	85%	15%
My manager has supported me around my - Caring responsibilities	93%	7%
My manager has supported me around my - Parental responsibilities	59%	41%

Over 80% of all staff feel supported by their manager with the experience they have identified. The group set a target in its 2017-2020 business plan to provide an environment for people with life experience of addictions or mental distress, with disabilities or carer responsibilities to flourish. In order to help achieve this, the staff wellbeing group has recruited staff from across the group with personal experience of disability, lived experience, long term conditions and carers to help review the group's policies and processes ensuring they offer effective support and that managers are aware of the different tools/ processes available.

Health and Wellbeing Initiatives Usage

Peer Supporters	14% (53 people)
Employee Assistance Programme	13% (45 people)
Simply Health Cash Voluntary plan	7% (27 people)
Cycle to Work Scheme	4% (15 people)
Smoking cessation support	4% (16 people)
Eye test contribution	12% (45 people)
Occupational health	6% (23 people)

Take up of wellbeing initiatives has been relatively low and there is more to be done to raise awareness in all teams of the initiatives available.

Rate the initiatives in terms of how useful you found them	Peer Supporters - not useful	Peer Supporters -very useful	Employee Assistance Programme - not useful	Employee Assistance Programme - very useful	Simply health voluntary cash plan - not useful	Simply health voluntary cash plan - very useful	Cycle to work scheme - not useful	Cycle to work scheme - very useful	Smoking cessation support - not useful	Smoking cessation support - very useful	Eye test contribution - not useful	Eye test contribution - very useful	Occupational Health - not useful	Occupational Health - very useful
Big Issue in the North	N/A	N/A	100%	N/A	N/A	N/A	N/A	100%	N/A	100%	N/A	100%	N/A	N/A
Big Life Homes	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Big Life Nurseries	N/A	12%	50%	50%	75%	25%	75%	25%	100%	N/A	100%	N/A	100%	N/A
Children's Centres (Mcr)	N/A	7%	N/A	100	50	50%	N/A	N/A	N/A	N/A	N/A	100%	N/A	100%
Children's Centres (Stockton)	18%	9%	67%	33%	67%	33%	50%	50%	67%	33%	67%	33	50%	50%
Community Voice	N/A	N/A	N/A	100%	N/A	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A
Energise Centre	N/A	N/A	N/A	100	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	N/A	N/A
E-Therapy	N/A	N/A	50	50%	N/A	100%	N/A	N/A	N/A	N/A	N/A	20%	N/A	N/A
Fairer Start	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Group Services	N/A	8%	50%	50	N/A	100%	N/A	N/A	N/A	100%	25%	75%	N/A	N/A
Kath Locke and Zion Centre	N/A	N/A	33%	67	N/A	N/A	N/A	100%	N/A	N/A	17%	83%	100%	N/A
Living Well	4%	14%	75%	25	N/A	100	N/A	100%	N/A	100%	10	90%	N/A	100%
Longsight Community	N/A	4%	N/A	100%	N/A	100%	N/A	100%	N/A	100%	N/A	100	N/A	100%

Pathways	N/A	36%	33%	67%	N/A	100%	N/A	N/A	N/A	100%	N/A	100%	N/A	100%
Peer Support	N/A	N/A	N/A	100	100%	N/A	N/A	100%	N/A	N/A	N/A	N/A	N/A	N/A
Self Help Groups	N/A	20%	33	67%	N/A	100%	N/A	N/A	N/A	N/A	N/A	100	N/A	100%
Talking Therapies (IAPT)	N/A	5%	40%	60%	N/A	100%	100%	N/A	N/A	N/A	N/A	100%	20%	80
The Sanctuary	N/A	N/A	100	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
Unity Community Primary	N/A	3%	50%	50%	N/A	100%	N/A	100%	N/A	100%	N/A	100%	N/A	100%
Waves of Hope	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Working Well	9%	18%	50%	50%	50%	50%	100%	N/A	100%	N/A	100%	N/A	100%	N/A
You First	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total 2017	11%	89%	44%	56%	29%	71%	40%	60%	45%	55%	20%	80%	31%	69%

Staff who had accessed wellbeing initiatives rated some consistently higher than others including eye tests and cycle to work scheme . Interestingly these are the schemes which, alongside providing a wellbeing benefit, also have a financial incentive for example the cost of eye tests is covered by the group and staff can use a salary sacrifice towards the cost of a bike.

There was mixed feedback about the EAP service, this is consistent with feedback received from staff in the wellbeing survey. As a result of this we are in the process of sourcing a new EAP provider.

There is more to be done to continue to raise awareness of the wellbeing initiatives offered by the group to increase uptake.

	Having a good relationship with my line manager	Having a good relationship with colleagues	Flexibility within my team	Having lunch/tea breaks with colleagues	Having a comfortable working environment	Having stress management tools in place	Clear work tasks and instructions	Having access to wellbeing initiatives such as counselling, yoga, mindfulness	Work life balance
Please rate the following contributing factors in terms of importance to your wellbeing (1 = low importance, 5 = High Importance) Analysis includes scores 3-5	98%	96%	97%	72%	93%	83%	94%	79%	94%

Staff have placed almost equal emphasis on several factors which affect their wellbeing - having a good relationship with line manager (98%) , having flexibility within a team, (97%) having a good relationship with colleagues (96%) , work life balance and clear tasks and instructions (94%). The group launched a resilience training session this year which will provide staff with a range of tools and techniques to help them manage their own resilience and piloted a training session around mindfulness, take up has been slow but these will continue to be promoted across services.

Health and Safety

	Big Life takes health and safety seriously	When accidents/incidents happen Big Life takes action to ensure that they don't happen again	Big Life learns lessons following incidents/accidents and updates me regularly
Big Issue in the North	100%	100%	86%
Big Life Homes	100%	100%	100%
Big Life Nurseries	94%	94%	82%
Children's Centres (Mcr)	100%	100%	100%
Children's Centres (Stockton)	91%	91%	64%
Community Voice	100%	100%	100%
Energise Centre	100%	100%	63%
E-Therapy	90%	90%	90%
Fairer Start	100%	100%	100%
Group Services	100%	100%	82%
Kath Locke and Zion Centre	92%	92%	92%
Living Well	100%	100%	82%
Longsight Community	100%	100%	77%
Pathways	100%	100%	91%
Peer Support	100%	100%	80%
Self Help Groups	100%	100%	67%
Talking Therapies (IAPT)	92%	92%	75%
The Sanctuary	75%	75%	50%
Unity Community Primary	100%	100%	94%
Waves of Hope	100%	100%	100%
Working Well	100%	100%	100%
You First	100%	100%	100%
Total 2017	95%	97%	82%

2017 saw the group invest in the development of health and safety leads - representatives from each service who are responsible for ensuring their service is compliant with health and safety legislation and best practice. The leads have attended regular training and briefing sessions and so it is really positive to see that 95% of staff believe the group takes health and safety seriously. 97% believe the group takes action to prevent accidents and incidents happening again - Big News the groups staff newsletter features a regular 'lessons learned' section which highlights to staff changes made following an incident - 82% of staff feel regularly updated about lessons learned.

	My Team is aware of its environmental impact - Agree fully	My team conserves resources (switches off lights/monitors) - Agree fully	My team recycles - Agree fully
Big Issue in the North	41%	50%	59%
Big Life Homes	100%	100%	100%
Big Life Nurseries	49%	42%	36%
Children's Centres (Mcr)	43%	29%	36%
Children's Centres (Stockton)	46%	36%	18%
Community Voice	100%	100%	100%
Energise Centre	50%	75%	50%
E-Therapy	30%	40%	50%
Fairer Start	0%	0%	0%
Group Services	33%	38%	59%
Kath Locke and Zion Centre	46%	38%	62%
Living Well	39%	36%	61%
Longsight Community	73%	58%	58%
Pathways	45%	73%	64%
Peer Support	40%	20%	60%
Self Help Groups	27%	40%	60%
Talking Therapies (IAPT)	28%	23%	25%
The Sanctuary	38%	38%	25%
Unity Community Primary	45%	48%	55%
Waves of Hope	0%	0%	0%
Working Well	73%	64%	64%
You First	0%	100%	0%
Total 2017	43%	42%	48%

Only 43% of staff believe their team is aware of its environmental impact with 43% believing they conserve energy. This is consistent with feedback from an N Power survey carried out on behalf of the group to assess staff understanding and knowledge of its environmental impact .

In 2018 the group will secure ISO14001 - an environment quality standard. Group and service targets will be set to reduce energy consumption, increase recycling and reduce the group's carbon footprint. All staff will receive a briefing around environmental impact and the groups; work in this area will be kick started by a guest speaker at the Managers' Conference.