

The Big Life group Staff Survey 2018

The annual staff survey was carried out with all Big Life group employees during December 2018. The survey did not include casual staff.

390 people completed the survey out of a possible 460 employees, corresponding to a 85% response rate, an increase of 17% 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 results are split into services rather than businesses /charities and results are compared with the results from 2017.

Services should review this data, discuss strengths and challenges and set targets for 2019/20 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	2018
Achieve	16	12	N/A	75%
Be Well	25	22	N/A	88%
Big Issue in the North	16	16	76%	100%
Big Life Homes	1	1	100%	100%
CAPS	2	2	N/A	100%
Children's Centres (Manchester)	25	16	39%	64%
Community Voice	3	3	100%	100%
Energise Centre	5	5	89%	100%
E-Therapy	9	9	48%	100%
Group Services	30	30	98%	100%
Kath Locke and Zion Centre	10	8	100%	80%
Leadership Team	8	6	N/A	75%
Learn Well	4	4	N/A	100%
Living Well	39	30	78%	77%
Longsight Community Primary	28	28	84%	100%
Longsight Nursery	20	16	N/A	80%
Peer Support and Self Help Groups	9	7	63%	78%
Self Help Central Services	10	10	N/A	100%
Slade Lane Nursery	16	14	N/A	88%
Talking Therapies Eastern Cheshire	21	21	N/A	100%
Talking Therapies Manchester	58	48	N/A	85%
Talking Therapies Stockport	13	13	N/A	100%
Talking Therapies Tameside and Glossop	4	4	N/A	100%
The Sanctuary	4	2	38%	50%

	Total number of people within business area	Total number of surveys completed	2017	2018
Thinking Ahead	27	18	N/A	67%
Unity Community Primary	30	30	100%	100%
Unity Nursery	12	12	N/A	100%
Waves of Hope	3	3	100%	100%
The Big Life group		390	68%	85%

At the time of the survey the managers within Living Well Rochdale, were going through consultation. This year, the services were listed individually to ensure that the feedback from the services is service specific, this means that there is not a comparator for some services for 2017 data .

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

	Total 2017	Total 2018
Full Time	70%	65%
Part Time	27%	20%

	Staff Answering 2018 Survey	Percentage of staff within the service who are FT	Staff Answering 2018 Survey	Percentage of staff within the service who are PT
	Full-Time	Full-Time	Part-Time	Part-Time
Achieve	83%	81%	17%	19%
Be Well	91%	92%	9%	8%
Big Issue in the North	63%	63%	37%	37%
Big Life Homes	N/A	N/A	100%	100%

	Staff Answering 2018 Survey	Percentage of staff within the service who are FT	Staff Answering 2018 Survey	Percentage of staff within the service who are PT
	Full-Time	Full-Time	Part-Time	Part-Time
CAPS	100%	100%	N/A	N/A
Children's Centres (Manchester)	50%	32%	50%	68%
Community Voice	N/A	N/A	100%	100%
Energise Centre	20%	20%	80%	80%
E-Therapy	78%	78%	22%	22%
Group Services	73%	60%	27%	40%
Kath Locke and Zion Centre	63%	50%	38%	50%
Leadership Team	83%	88%	17%	12%
Learn Well	100%	100%	N/A	N/A
Living Well	83%	72%	17%	28%
Longsight Community Primary	89%	89%	11%	11%
Longsight Nursery	55%	69%	25%	31%
Peer Support and Self Help Groups	22%	29%	55%	71%
Self Help Central Services	60%	60%	40%	40%
Slade Lane Nursery	56%	64%	31%	36%
Talking Therapies Eastern Cheshire	71%	71%	29%	29%
Talking Therapies Manchester	69%	83%	13%	17%
Talking Therapies Stockport	85%	85%	15%	15%
Talking Therapies Tameside & Glossop	100%	100%	N/A	N/A
The Sanctuary	25%	50%	25%	50%
Thinking Ahead	59%	89%	7%	11%

	Staff Answering 2018 Survey	Percentage of staff within the service who are FT	Staff Answering 2018 Survey	Percentage of staff within the service who are PT
	Full-Time	Full-Time	Part-Time	Part-Time
Unity Community Primary	73%	73%	27%	27%
Unity Nursery	92%	92%	8%	8%
Waves of Hope	100%	100%	N/A	N/A

How long have you been with The Big Life group?

	% of Respondents 2017	% of Respondents 2018
0-6 months	12%	12%
6-12 months	12%	10%
1-2 years	19%	17%
2-3 years	27%	12%
3 - 5 years	21%	27%
5 years +	10%	22%

About Your Job

	Overall I am satisfied with my job	% of staff who feel secure about their 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	% of staff who feel their salary is a fair market rate	I have the equipment I need to do my job
Achieve	92%	75%	92%	83%	100%	100%	100%	83%	100%	100%	92%
Be Well	100%	95%	100%	100%	100%	100%	100%	83%	100%	86%	91%
Big Issue in the North	94%	75%	94%	88%	88%	88%	94%	100%	94%	38%	94%
Big Life Homes	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
CAPS	100%	0%	100%	100%	100%	100%	100%	100%	100%	0%	100%
Children's Centres Manchester	81%	44%	81%	75%	100%	75%	88%	87%	92%	38%	88%
Community Voice	100%	100%	100%	100%	100%	100%	100%	100%	100%	67%	100%
Energise Centre	100%	20%	100%	80%	100%	80%	80%	80%	80%	80%	80%
E-Therapy	100%	89%	100%	100%	100%	100%	89%	100%	100%	100%	100%
Group Services	87%	70%	80%	73%	83%	97%	80%	96%	85%	53%	90%
Kath Locke and Zion Centre	100%	50%	63%	75%	100%	38%	100%	67%	56%	50%	75%

	Overall I am satisfied with my job	% of staff who feel secure about their 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	% of staff who feel their salary is a fair market rate	I have the equipment I need to do my job
Leadership Team	100%	100%	100%	100%	100%	100%	100%	83%	100%	100%	100%
Learn Well	75%	50%	75%	100%	100%	100%	100%	100%	100%	50%	100%
Living Well	100%	50%	100%	60%	100%	100%	97%	88%	100%	67%	90%
Longsight Community Primary	89%	86%	86%	68%	100%	96%	86%	92%	100%	64%	82%
Longsight Nursery	94%	31%	75%	88%	94%	88%	88%	63%	77%	31%	94%
Peer Support and Self Help Groups	86%	57%	100%	86%	100%	86%	86%	83%	100%	43%	100%
Self Help Central Services	90%	60%	100%	80%	100%	100%	100%	100%	100%	60%	70%
Slade Lane Nursery	100%	71%	79%	100%	100%	100%	100%	100%	91%	57%	86%
Talking Therapies Eastern Cheshire	90%	71%	95%	81%	100%	90%	86%	100%	95%	71%	71%
Talking Therapies Manchester	98%	94%	96%	79%	98%	96%	96%	78%	97%	67%	75%

	Overall I am satisfied with my job	% of staff who feel secure about their 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	% of staff who feel their salary is a fair market rate	I have the equipment I need to do my job
Talking Therapies Stockport	92%	69%	85%	77%	100%	100%	92%	89%	100%	31%	77%
Talking Therapies Tameside & Glossop	100%	100%	100%	75%	100%	100%	100%	N/A	N/A	100%	100%
The Sanctuary	100%	0%	100%	100%	100%	50%	50%	25%	100%	100%	100%
Thinking Ahead	100%	100%	94%	89%	100%	89%	100%	75%	100%	78%	89%
Unity Community Primary	97%	93%	93%	83%	97%	93%	97%	85%	100%	80%	93%
Unity Nursery	92%	67%	83%	67%	92%	100%	100%	89%	89%	75%	83%
Waves of Hope	100%	33%	100%	100%	100%	100%	100%	100%	100%	33%	67%
Total 2018	94%	74%	91%	81%	97%	94%	93%	88%	97%	64%	86%

Total 2017	86%	70%	82%	71%	95%	89%	88%	66%	63%	57%	88%
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94% of respondents are satisfied in their jobs an increase of 8% on 2017 - the services where job satisfaction is lower are predominantly those where service changes have taken place such as Children’s Centre Manchester. Similarly job security (74%) is rated lower in some services that contracts have to be retendered for (Energise, Talking Therapies, Living Well) or in services which have seen a lot of change in the last year (Children’s Centre Manchester). Despite this, 81% of staff feel that changes are handled well, this number is 10% higher than the previous year. We will continue to seek feedback from staff through exit interviews and put any recommendations in place where applicable.

The percentage of staff who don’t feel their salary is a fair market rate is significant in services including BIN, Waves of hope, Children’s Centre and Nurseries. We will do a piece of work this year to check market rate for these roles.

97% 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. Add in stat.

94% of staff receive regular supervision with 93% happy with the way supervisions are carried out. 88% of staff had an appraisal an increase of 20% from 2017 with 97% happy with the way it was carried out. 22% of people did not need an appraisal due to being in post for less than a year, this means 12% of staff completing the survey who were due an appraisal did not receive one. *The HR audits which took place in 2018 confirmed that not all staff received an appraisal, in response a series of learning sets to support staff and managers to get the most out of supervision and appraisal have taken place.*

64% 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. These will be reviewed in 2019 and then annually to ensure they remain comparative.

86% of staff feel they have the equipment needed to do their jobs a 2% reduction from last year. Of the 13% of people who felt they did not have the resources needed, responses highlighted poor internet connection in offices, the systems freezing and issues with laptops.

Length of Service	0-6 months 2017	0-6 months 2018	6-12 months 2017	6-12 months 2018	1-2 years 2017	1-2 years 2018	2-3 years 2017	2-3 years 2018	3-5 years 2017	3-5 years 2018	5 years + 2017	5 years + 2018
Overall I am satisfied with my job	93%	98%	95%	97%	83%	94%	76%	91%	89%	92%	82%	95%
I feel secure about my job	85%	81%	73%	74%	74%	79%	72%	72%	63%	71%	63%	68%

Job satisfaction is high when people join the group, the mandatory group induction has consistently high attendance and managers are supported to ensure all staff attend mandatory training and set targets to be achieved within the probation period. In year's 3-5 job satisfaction dips, the group introduced a revised training and development offer in 2017 and in 2018 a succession planning tool was introduced within the appraisal process to ensure managers and staff discuss a staff member's aspirations for the future and the development needed to enable them to continue their career journey or excel in their current role. 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. The succession planning tool which was introduced should also help with job security enabling conversations about development opportunities. In 2019 all managers will be trained in coaching to ensure all staff have the opportunity to develop in their roles and in their wider career

Length of Service	0-6 months 2017	0-6 months 2018	6-12 months 2017	6-12 months 2018	1-2 years 2017	1-2 years 2018	2-3 years 2017	2-3 years 2018	3-5 years 2017	3-5 years 2018	5 years + 2017	5 years + 2018
I agree my salary is a fair market rate	68%	77%	59%	54%	59%	73%	57%	72%	53%	52%	55%	64%

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.

In 2019 a process will be implemented to review job families bi-annually, a process will be documented around salary reviews to ensure staff and managers understand the process to follow if a staff member requests a salary review.

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
Achieve	100%	83%	92%	83%	92%	75%	92%	92%
Be Well	100%	100%	100%	100%	100%	100%	100%	100%
Big Issue in the North	94%	88%	100%	81%	100%	88%	100%	94%
Big Life Homes	100%	100%	100%	100%	100%	100%	100%	100%
CAPS	100%	100%	100%	100%	100%	100%	100%	100%
Children's Centres Manchester	100%	75%	81%	63%	81%	88%	88%	100%
Community Voice	100%	100%	100%	100%	100%	100%	100%	100%
Energise Centre	100%	100%	100%	100%	100%	80%	100%	100%
E-Therapy	100%	100%	100%	89%	100%	89%	100%	100%
Group Services	97%	70%	83%	73%	87%	80%	90%	80%
Kath Locke and Zion Centre	100%	75%	88%	63%	100%	63%	100%	88%
Leadership Team	100%	100%	100%	100%	100%	100%	100%	100%
Learn Well	100%	100%	100%	100%	100%	100%	100%	100%
Living Well	100%	90%	97%	87%	100%	90%	100%	100%
Longsight Community Primary	100%	89%	100%	71%	100%	93%	100%	100%
Longsight Nursery	100%	94%	94%	69%	100%	100%	100%	94%
Peer Support and Self Help Groups	100%	86%	100%	100%	100%	100%	100%	100%

	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
Self Help Central Services	100%	90%	100%	70%	100%	80%	100%	100%
Slade Lane Nursery	100%	100%	100%	93%	100%	100%	100%	100%
Talking Therapies Eastern Cheshire	95%	86%	100%	76%	95%	71%	100%	90%
Talking Therapies Manchester	98%	96%	98%	79%	100%	96%	100%	98%
Talking Therapies Stockport	85%	85%	92%	85%	92%	85%	100%	92%
Talking Therapies Tameside and Glossop	100%	100%	100%	100%	100%	100%	100%	100%
The Sanctuary	100%	0%	50%	0%	100%	0%	100%	50%
Thinking Ahead	100%	100%	100%	83%	100%	89%	94%	100%
Unity Community Primary	93%	93%	97%	90%	100%	93%	100%	90%
Unity Nursery	100%	83%	100%	92%	100%	92%	100%	92%
Waves of Hope	100%	100%	100%	33%	100%	67%	100%	100%
Total 2018	98%	89%	96%	82%	97%	89%	98%	95%
Total 2017	93%	83%	91%	76%	95%	87%	94%	87%

Cultural indicators remain high across the group, with all the indicators increasing since 2017. 98% staff feel committed to the mission of the group and 89% feel valued. 97% believe their manager/someone at work cares about them.

89% of staff believe their development is encouraged. This could be as a result of the continued development of the training offer this year, which delivers 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, Disability, Designated safeguarding officer, all which offer personal development opportunities.

98% of people have a good relationship with their manager, this is particularly encouraging as 99% of staff identify having a positive relationship with their manager as important to their wellbeing (see wellbeing section).

95% would recommend the group as a good employer - this is a 7% increase on last year's figures. 96% 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
Achieve	92%	100%	92%	100%	75%	100%	100%	92%
Be Well	100%	100%	100%	100%	100%	100%	100%	100%
Big Issue in the North	100%	100%	94%	81%	94%	94%	94%	88%
Big Life Homes	100%	100%	100%	100%	100%	100%	100%	100%
CAPS	100%	100%	50%	100%	100%	100%	100%	100%
Children's Centres Manchester	100%	100%	81%	100%	88%	100%	94%	94%
Community Voice	100%	100%	100%	100%	100%	100%	100%	100%
Energise Centre	100%	100%	100%	100%	100%	100%	100%	100%
E-Therapy	100%	100%	100%	100%	89%	100%	100%	100%

	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
Group Services	97%	100%	83%	83%	80%	97%	97%	93%
Kath Locke and Zion Centre	88%	100%	100%	88%	88%	100%	100%	75%
Leadership Team	100%	100%	100%	100%	100%	100%	100%	100%
Learn Well	100%	100%	100%	100%	100%	100%	100%	100%
Living Well	97%	100%	83%	100%	93%	93%	93%	100%
Longsight Community Primary	100%	100%	96%	89%	89%	93%	89%	82%
Longsight Nursery	100%	100%	81%	88%	88%	94%	100%	100%
Peer Support and Self Help Groups	86%	100%	86%	86%	71%	86%	100%	100%
Self Help Central Services	90%	100%	90%	90%	90%	90%	100%	100%
Slade Lane Nursery	100%	93%	100%	100%	100%	100%	100%	100%
Talking Therapies Eastern Cheshire	100%	100%	90%	100%	86%	100%	90%	95%
Talking Therapies Manchester	98%	98%	96%	90%	96%	96%	94%	98%
Talking Therapies Stockport	77%	92%	77%	77%	77%	85%	69%	85%
Talking Therapies Tameside and Glossop	100%	100%	75%	100%	100%	100%	100%	100%
The Sanctuary	100%	100%	50%	100%	100%	100%	100%	100%
Thinking Ahead	100%	100%	100%	100%	94%	100%	94%	94%
Unity Community Primary	100%	100%	87%	93%	97%	97%	97%	90%
Unity Nursery	100%	100%	100%	100%	100%	100%	100%	100%
Waves of Hope	100%	100%	100%	67%	67%	100%	100%	67%

	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
Total 2018	97%	99%	91%	93%	91%	96%	95%	94%
Total 2017	94%	94%	83%	89%	87%	93%	90%	92%

99% of staff believe the group has a clear mission and values, 91% believe the group lives up to its values even when times are tough. In 21 of the 28 services over 80% of staff believe their service demonstrates every element of The Big Life Way. A Big Life Way category was added to the staff awards this year which may have increased awareness and understanding of this.

This year, the survey asked staff again 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
Achieve	100%	75%	75%	33%	33%
Be Well	100%	100%	100%	14%	45%
Big Issue in the North	94%	69%	94%	19%	81%
Big Life Homes	100%	100%	100%	0%	100%
CAPS	100%	100%	100%	0%	100%
Children's Centres Manchester	100%	88%	88%	31%	88%
Community Voice	100%	100%	100%	67%	67%
Energise Centre	100%	100%	100%	0%	0%
E-Therapy	100%	78%	100%	0%	89%
Group Services	100%	73%	80%	37%	90%
Kath Locke and Zion Centre	100%	75%	100%	13%	13%
Leadership Team	100%	100%	100%	0%	83%
Learn Well	100%	100%	100%	0%	0%
Living Well	100%	83%	93%	43%	97%
Longsight Community Primary	100%	79%	93%	32%	79%
Longsight Nursery	100%	88%	94%	25%	100%
Peer Support and Self Help Groups	86%	86%	86%	0%	71%
Self Help Central Services	100%	80%	90%	0%	90%
Slade Lane Nursery	100%	93%	100%	57%	100%
Talking Therapies Eastern Cheshire	95%	71%	90%	29%	95%
Talking Therapies Manchester	98%	83%	96%	6%	96%
Talking Therapies Stockport	85%	77%	85%	8%	92%
Talking Therapies Tameside and Glossop	100%	100%	75%	0%	50%
The Sanctuary	100%	0%	50%	100%	0%
Thinking Ahead	100%	100%	100%	22%	94%

	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
Unity Community Primary	97%	97%	97%	17%	83%
Unity Nursery	100%	100%	100%	8%	100%
Waves of Hope	100%	67%	67%	33%	67%
Total 2018	98%	85%	93%	22%	82%
Total 2017	97%	71%	85%	34%	73%

Approximately a fifth of staff feel there is personal conflict within their teams. In the period April - September 2018 there were 5 grievances (1 informal) submitted to HR compared to 6 in the same period in 2017. Work needs to be done to understand what this conflict is and if this can be resolved. Despite this 98% of respondents feel committed to the success of their team and 85% describe good morale within their team.

The group will continue to support staff to resolve personal conflict informally, providing managers and staff with 'managing difficult conversations' 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.

93% of staff felt valued within their teams with 82% 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.

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
Achieve	50%	42%	17%	0%	0%	75%	83%
Be Well	82%	27%	5%	0%	0%	95%	100%
Big Issue in the North	56%	0%	44%	0%	13%	50%	81%
Big Life Homes	100%	N/A	N/A	N/A	N/A	100%	100%
CAPS	0%	N/A	100%	N/A	N/A	50%	50%
Children's Centres Manchester	75%	6%	19%	N/A	6%	100%	100%
Community Voice	100%	N/A	N/A	N/A	N/A	100%	100%
Energise Centre	100%	N/A	N/A	N/A	N/A	100%	100%
E-Therapy	56%	11%	11%	N/A	N/A	100%	78%
Group Services	74%	3%	20%	3%	N/A	67%	83%
Kath Locke and Zion Centre	50%	13%	13%	N/A	25%	100%	75%
Leadership Team	100%	N/A	N/A	N/A	N/A	100%	100%
Learn Well	50%	25%	N/A	N/A	25%	100%	100%
Living Well	70%	13%	30%	N/A	N/A	100%	90%
Longsight Community Primary	71%	N/A	4%	4%	4%	82%	89%
Longsight Nursery	69%	6%	25%	N/A	6%	100%	100%
Peer Support and Self Help Groups	29%	14%	29%	N/A	N/A	86%	86%
Self Help Central Services	40%	30%	30%	N/A	N/A	100%	90%
Slade Lane Nursery	93%	N/A	7%	N/A	N/A	93%	100%

	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
Talking Therapies Eastern Cheshire	43%	5%	29%	N/A	5%	90%	81%
Talking Therapies Manchester	56%	8%	19%	2%	N/A	90%	83%
Talking Therapies Stockport	31%	N/A	46%	N/A	N/A	85%	77%
Talking Therapies Tameside and Glossop	25%	100%	N/A	N/A	N/A	100%	100%
The Sanctuary	50%	N/A	N/A	N/A	N/A	50%	50%
Thinking Ahead	44%	28%	22%	6%	N/A	83%	83%
Unity Community Primary	63%	13%	7%	3%	N/A	93%	93%
Unity Nursery	67%	8%	N/A	N/A	8%	92%	100%
Waves of Hope	67%	N/A	33%	N/A	N/A	33%	67%
Total 2018	51%	9%	18%	1%	3%	88%	88%
Total 2017	51%	18%	43%	6%	5%	86%	83%

It is disappointing that only 49% of staff feel they were involved in target setting for their teams. 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.

18% of staff have highlighted that they have never been asked to be involved in target setting, this is a decrease of 25% compared to last year. A number of staff highlighted that they are not asked to contribute to targets because management/ or external commissioners set these. However all teams also have group-wide and service targets which teams contribute to setting.

Staff who did not contribute to target setting stated the main reason was because they were not asked (18% of those who didn't contribute) or they were new staff and so were not in post at the time (9%). The group should review how senior managers involve their staff in setting targets.

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
Achieve	83%	83%	17%	50%	100%	50%	42%	58%	0%
Be Well	100%	100%	55%	73%	82%	68%	18%	27%	5%
Big Issue in the North	81%	100%	56%	56%	81%	69%	19%	44%	19%
Big Life Homes	100%	100%	0%	0%	100%	100%	0%	100%	0%
CAPS	50%	100%	50%	50%	100%	100%	0%	50%	0%
Children's Centres Manchester	100%	100%	19%	38%	69%	31%	19%	56%	13%
Community Voice	100%	100%	33%	100%	100%	67%	33%	67%	0%
Energise Centre	100%	100%	40%	60%	80%	60%	60%	40%	0%
E-Therapy	78%	100%	11%	44%	89%	89%	44%	33%	0%
Group Services	83%	97%	33%	80%	83%	67%	23%	43%	0%

	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
Kath Locke and Zion Centre	75%	100%	50%	88%	75%	75%	0%	50%	0%
Leadership Team	100%	100%	50%	100%	100%	83%	17%	50%	0%
Learn Well	100%	100%	25%	25%	75%	50%	0%	50%	25%
Living Well	90%	93%	23%	60%	73%	73%	30%	37%	0%
Longsight Community Primary	89%	93%	21%	39%	61%	29%	21%	43%	7%
Longsight Nursery	100%	100%	50%	44%	63%	19%	50%	56%	13%
Peer Support and Self Help Groups	86%	100%	43%	71%	71%	71%	43%	14%	0%
Self Help Central Services	90%	100%	30%	40%	60%	40%	30%	20%	10%
Slade Lane Nursery	100%	100%	71%	50%	57%	71%	14%	43%	0%
Talking Therapies Eastern Cheshire	81%	100%	10%	57%	86%	57%	33%	29%	0%
Talking Therapies Manchester	83%	94%	33%	54%	94%	56%	44%	44%	2%
Talking Therapies Stockport	77%	92%	23%	46%	77%	69%	31%	38%	8%
Talking Therapies Tameside and Glossop	100%	100%	75%	25%	0%	25%	25%	0%	25%
The Sanctuary	50%	100%	50%	50%	100%	50%	0%	0%	0%

	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
Thinking Ahead	83%	94%	17%	39%	78%	61%	39%	44%	0%
Unity Community Primary	93%	100%	27%	57%	67%	37%	13%	47%	3%
Unity Nursery	100%	100%	33%	8%	75%	0%	25%	33%	8%
Waves of Hope	67%	100%	33%	33%	33%	33%	0%	0%	33%
Total 2018	88%	86%	33%	54%	77%	54%	28%	41%	5%
Total 2017	96%	83%	29%	52%	77%	58%	26%	39%	5%

88% of staff feel they have access to the information they need about their own service (this is a decrease of 8% in 2017) and 86% 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	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 - Safeguarding
Achieve	92%	83%	92%	83%	75%	8%	0%	0%	0%	0%	25%
Be Well	100%	95%	95%	95%	91%	5%	0%	0%	0%	0%	5%
Big Issue in the North	88%	31%	100%	69%	56%	0%	0%	0%	0%	13%	6%
Big Life Homes	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	0%
CAPS	100%	50%	100%	50%	50%	0%	0%	0%	0%	0%	0%
Children's Centres Manchester	75%	50%	69%	69%	56%	6%	0%	0%	13%	0%	6%
Community Voice	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	0%
Energise Centre	100%	80%	80%	100%	80%	0%	0%	0%	20%	20%	20%
E-Therapy	100%	78%	100%	67%	67%	0%	0%	0%	0%	0%	0%
Group Services	73%	63%	83%	53%	57%	7%	3%	7%	0%	13%	0%
Kath Locke and Zion Centre	63%	25%	50%	75%	50%	0%	0%	0%	0%	13%	13%
Leadership Team	100%	100%	100%	50%	50%	0%	0%	0%	0%	0%	33%

	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	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 - Safeguarding
Learn Well	100%	100%	100%	100%	100%	0%	0%	0%	0%	0%	25%
Living Well	80%	67%	90%	67%	73%	7%	0%	0%	0%	3%	7%
Longsight Community Primary	86%	68%	100%	96%	86%	4%	0%	4%	4%	0%	4%
Longsight Nursery	94%	88%	88%	94%	94%	0%	6%	6%	0%	6%	6%
Peer Support and Self Help Groups	86%	86%	100%	57%	43%	14%	0%	14%	0%	0%	0%
Self Help Central Services	90%	70%	100%	90%	60%	0%	0%	0%	0%	0%	0%
Slade Lane Nursery	93%	100%	100%	93%	100%	0%	0%	7%	0%	7%	7%
Talking Therapies Eastern Cheshire	90%	52%	95%	71%	62%	5%	0%	0%	0%	5%	10%
Talking Therapies Manchester	96%	83%	98%	88%	81%	8%	0%	0%	0%	0%	6%
Talking Therapies Stockport	77%	54%	77%	77%	85%	0%	0%	0%	0%	8%	23%

	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	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 - Safeguarding
Talking Therapies Tameside and Glossop	100%	100%	100%	75%	50%	0%	0%	0%	0%	0%	0%
The Sanctuary	0%	0%	100%	50%	0%	50%	0%	50%	0%	50%	50%
Thinking Ahead	94%	100%	100%	94%	89%	6%	0%	0%	0%	6%	6%
Unity Community Primary	80%	83%	90%	80%	87%	3%	0%	0%	3%	7%	10%
Unity Nursery	75%	67%	100%	75%	83%	0%	0%	0%	0%	0%	0%
Waves of Hope	100%	33%	67%	67%	67%	0%	0%	0%	0%	0%	0%
Total 2018	87%	73%	92%	79%	75%	4%	0.5%	2%	1%	4%	7%
Total 2017	82%	67%	90%	77%	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. 87% of respondents felt they had the opportunity to learn and grow at work with 73% believing they could develop their career as they would like within the group. The group's training and wellbeing offer (outlined previously), succession planning and workforce plans will continue to support staff and team development further in the next year.

79% respondents said they were happy with quality of the internal training they have attended this year. Training evaluation forms continued to concentrate on measuring 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. 75% of people felt their manager helped them put training into practice. The training folder gives staff tools to reflect on their training and the impact it has had on their performance.

Staff continued to develop by undertaking lead roles, outside of their day to day role. The role of Disability champion was added this year, but more work needs to be done to encourage input from staff with disabilities, either through the group meeting or through e-mail input.

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 and sharing this with the team (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)	Do you think The Big Life group creates awareness and understanding of mental health wellbeing?	I feel able/supported to work flexible hours when I need to	I feel the organisation provides for my needs as a parent/carer
Achieve	92%	83%	8%	92%	92%	100%	80%
Be Well	100%	91%	9%	91%	100%	95%	100%
Big Issue in the North	94%	81%	0%	100%	100%	56%	100%
Big Life Homes	100%	100%	0%	100%	100%	100%	100%
CAPS	100%	50%	0%	100%	100%	100%	100%
Children's Centres Manchester	88%	88%	19%	81%	88%	69%	87%
Community Voice	100%	100%	0%	100%	100%	100%	100%
Energise Centre	100%	100%	0%	100%	100%	80%	100%
E-Therapy	100%	89%	0%	100%	89%	100%	100%
Group Services	90%	80%	17%	83%	93%	83%	83%
Kath Locke and Zion Centre	100%	88%	25%	75%	63%	75%	67%
Leadership Team	100%	100%	0%	100%	100%	100%	100%
Learn Well	100%	75%	N/A	75%	75%	100%	N/A
Living Well	97%	97%	3%	97%	87%	97%	94%
Longsight Community Primary	96%	93%	7%	93%	96%	29%	71%
Longsight Nursery	100%	100%	6%	94%	75%	69%	91%
Peer Support and Self Help Groups	100%	71%	0%	100%	86%	100%	100%
Self Help Central Services	100%	80%	10%	90%	100%	90%	80%

	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)	Do you think The Big Life group creates awareness and understanding of mental health wellbeing?	I feel able/supported to work flexible hours when I need to	I feel the organisation provides for my needs as a parent/carers
Slade Lane Nursery	100%	100%	7%	93%	100%	50%	100%
Talking Therapies Eastern Cheshire	95%	100%	10%	90%	100%	95%	100%
Talking Therapies Manchester	98%	100%	2%	98%	96%	85%	85%
Talking Therapies Stockport	85%	85%	23%	77%	77%	77%	100%
Talking Therapies Tameside and Glossop	100%	75%	100%	100%	100%	75%	100%
The Sanctuary	50%	100%	50%	50%	100%	100%	100%
Thinking Ahead	94%	89%	0%	100%	94%	94%	89%
Unity Community Primary	100%	93%	7%	93%	97%	70%	95%
Unity Nursery	100%	100%	0%	100%	92%	42%	86%
Waves of Hope	100%	67%	33%	67%	100%	67%	33%
Total 2018	96%	91%	8%	92%	93%	78%	90%
Total 2017	94%	93%	11%	89%	N/A	80%	92%

96% of staff believe their manager cares about their wellbeing and 91% of staff have a friend at work.

92% of staff feel; supported to achieve a good work /life balance and 78% 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. In these services the response rate is lower.

This year the wellbeing working group continued to review the wellbeing offer through the implementation of Perkbox benefits package and the review and change of the EAP service following staff feedback. The wellbeing leads also worked on the introduction of a Carers and Bereavement policy.

In response to this question, any wellbeing initiatives that have been highlighted by staff will be shared with the Wellbeing Group.

Support provided to staff

	Rated 3-5	Rated 1-2
My manager has supported me around my - Long-term conditions	95%	4%
My manager has supported me around my - Disability	90%	10%
My manager has supported me around my - Mental Health	95%	5%
My manager has supported me around my - Lived experience	95%	5%
My manager has supported me around my - Following a bereavement	87%	13%
My manager has supported me around my - Caring responsibilities	95%	5%
My manager has supported me around my - Parental responsibilities	96%	4%
My manager has supported me around my - Short Term Absence	95%	5%
My manager has supported me around my - Long Term Absence	88%	12%

Over 80% of all staff who have required support feel supported by their manager with the experiences 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. The Carers policy and Bereavement Policy were produced with the support of the wellbeing leads and the group.

Please rate the Company Health and Wellbeing Initiatives

	Rated 3-5 (2018)	Rated 1-2 (2018)	Rated 3-5 (2017)	Rated 1-2 (2017)
Peer Supporters	89% (45 people)	5% (45 people)	100% (9 people)	N/A
Employee Assistance Programme	81%% (47 people)	13% (47 people)	45% (20 people)	55% (20 people)
Simply Health Cash Voluntary plan	81% (36 people)	19% (36 people)	100% (7 people)	N/A
Cycle to Work Scheme	85% (26 people)	4% (26 people)	67% (3 people)	33% (3 people)
Smoking cessation support	79% (19 people)	21% (19 people)	100% (1 person)	N/A
Eye test contribution	92% (51 people)	8% (51 people)	87% (15 people)	13% (15 people)
Occupational health	81% (26 people)	19% (26 people)	75% (8 people)	25% (8 people)
Perkbox	82% (131people)	18% (131 people)	N/A	N/A

Take up of wellbeing initiatives has been higher than in previous years but there is still work to do to ensure all staff are aware of all wellbeing initiatives. Staff that have used the initiatives have rated initiatives effective or highly effective. The most used initiative this year was the new benefit portal Perkbox with 131 people rating this high. Case studies have been created and shared through Big News and the bulletin to showcase the impact of wellbeing initiatives on staff however there is more to be done to raise awareness in all teams of the initiatives available.

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 sourced a new EAP provider called Lifeworks in August 2018. Feedback about the EAP could therefore relate to the current or previous provider.

	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	99%	99%	98%	76%	96%	90%	96%	84%	97%

Staff have placed almost equal emphasis on several factors which affect their wellbeing - having a good relationship with line manager (99%) , having flexibility within a team (98%), having a good relationship with colleagues (99%) , work life balance (97%) and clear tasks and instructions (96%). The resilience training sessions continued to be delivered this year and provided staff with a range of tools and techniques to help them manage their own resilience. An 8 week mindfulness course, was delivered to staff in this period and further courses are scheduled for 2019.

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
Achieve	100%	83%	75%
Be Well	100%	100%	95%
Big Issue in the North	94%	94%	88%
Big Life Homes	100%	100%	100%
CAPS	100%	100%	50%
Children's Centres Manchester	94%	94%	81%
Community Voice	100%	100%	100%
Energise Centre	100%	100%	60%
E-Therapy	100%	100%	89%
Group Services	93%	97%	83%
Kath Locke and Zion Centre	88%	88%	75%
Leadership Team	100%	100%	83%
Learn Well	100%	100%	75%
Living Well	97%	100%	80%
Longsight Community Primary	100%	100%	82%
Longsight Nursery	100%	100%	94%
Peer Support and Self Help Groups	100%	100%	100%
Self Help Central Services	100%	80%	80%
Slade Lane Nursery	100%	100%	100%
Talking Therapies Eastern Cheshire	100%	100%	95%
Talking Therapies Manchester	100%	100%	88%
Talking Therapies Stockport	92%	85%	62%
Talking Therapies Tameside and Glossop	100%	100%	100%
The Sanctuary	100%	100%	50%
Thinking Ahead	100%	100%	94%

Unity Community Primary	100%	100%	90%
	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
Unity Nursery	100%	100%	100%
Waves of Hope	100%	100%	100%
Total 2018	98%	97%	86%
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 98% 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 - 86% 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
Achieve	58%	50%	67%
Be Well	68%	68%	59%
Big Issue in the North	44%	63%	63%
Big Life Homes	100%	100%	100%
CAPS	0%	0%	50%
Children's Centres Manchester	75%	88%	69%
Community Voice	100%	100%	100%
Energise Centre	100%	100%	60%
E-Therapy	67%	33%	33%
Group Services	47%	40%	60%
Kath Locke and Zion Centre	38%	38%	88%
Leadership Team	0%	0%	0%
Learn Well	75%	100%	50%

Living Well	67%	43%	53%
	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
Longsight Community Primary	61%	43%	46%
Longsight Nursery	75%	56%	50%
Peer Support and Self Help Groups	14%	43%	43%
Self Help Central Services	40%	50%	50%
Slade Lane Nursery	79%	71%	93%
Talking Therapies Eastern Cheshire	52%	52%	76%
Talking Therapies Manchester	54%	58%	67%
Talking Therapies Stockport	38%	62%	23%
Talking Therapies Tameside and Glossop	100%	100%	67%
The Sanctuary	0%	50%	50%
Thinking Ahead	61%	44%	56%
Unity Community Primary	80%	67%	77%
Unity Nursery	50%	33%	67%
Waves of Hope	33%	33%	67%
Total 2018	58%	55%	61%
Total 2017	43%	42%	48%

58% of staff believe their team is aware of its environmental impact with 55% believing they conserve energy 61% agree that their team recycles. This is an increase on 2017's figures and 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. The group launched its plan to decrease its impact on the environment at the Managers conference and all teams pledged to implement schemes to help the group achieve this. Data is now being collected by all services around usage and consumption which impacts the environment and this will be used to set targets in 2019/20.

The group achieved ISO14001 and information about our environmental work an impact has been communicated through Big News, the bulleting and via leads to services.

