

## Staff well-being survey March 2015 - 2016

### Analysis

The staff well-being survey was distributed to all staff on 3<sup>rd</sup> March 2015, with a return date of 13<sup>th</sup> March 2015. There was an 80% response rate. All staff had an opportunity to participate.

On March 18<sup>th</sup> 2015 all staff were sent a summary of the results and a question by question analysis. The analysis rated each question out of 5 and the rag rating was based on percentiles compared with organisational averages.

The survey showed that we have much to celebrate about working at Granby! Overall, we are “doing very well” in terms of managers’ support, peer support, relationships and roles. Last year we didn’t perform so well in the section on roles, so this represents progress.

The survey showed that Granby is ‘Good but needs improvement’ in the area of demands and change. It wasn’t surprising to any of us to find that working in a school is demanding and requires us to deal with a great deal of change (often at a very fast pace)! It is encouraging to see that the 5 ambers we had in last year’s survey have reduced to only 2 ambers.

We would always expect school settings to have a low score on the ‘control’ section, as in this area schools can never compete with the organisational average. School staff often cannot decide when to take a break and cannot enjoy flexible working hours. So as expected, this is our ‘red’ area.

There are two items which are cause for concern.

“My manager encourages me at work” gained a red rating. We all need a few words of encouragement every now and then, a bit of praise, some affirmation. Whilst our score on this has increased since the last survey, this was identified as an area for improvement over the coming year, to come into line with the organisational averages.

The other relates to organisation bullying:

“3 (7.5)% of the staff who responded say that they are always, often or sometimes bullied”. This is down from 11.5% in the last survey but is a figure that is extremely worrying. Staff have been advised that bullying will not be tolerated at Granby.

## Anti-bullying

“Bullying of any kind is unacceptable at our school. If bullying does occur, people should be able to tell and know that incidents will be dealt with promptly and effectively. We are a *TELLING* school. This means that *anyone* who knows that bullying is happening is expected to tell....”

This statement from our anti-bullying policy applies as much to staff as it does to children. Bullying is not okay and will not be tolerated. These actions are recommended:

1. Tell the bully and ask them to STOP!
2. Report bullying to line management or any member of the senior management team; or to Sue Foreman.
3. Incidents can be reported using the anti-bullying email address [bullying@granby.leicester.sch.uk](mailto:bullying@granby.leicester.sch.uk)
4. If staff hear any member of staff being bullied, they should challenge it. If staff know that a colleague is suffering as a result of bullying at work, they should be encouraged to take action.
5. NUT members are invited to seek support from their Union representatives – Tracey Cosgrove and Rose Sweeney.
6. Staff are encouraged to be a survivor – not a victim. The difference between a child being bullied and an adult being bullied is that adults can take personal responsibility for how they deal with the situation. Address it; resolve it. Staff will be supported through the process.
7. Staff make take advice from the confidential staff counselling service, Amica on 0116 254 4388 (open 8.30am to 8.30pm, 365 days a year).
8. If the bullying doesn't stop, the grievance procedure is the last resort.

The employer cannot take action on bullying unless a manager knows about it. If staff are ever bullied, they should – TELL. This will help us to make Granby a better place to work. Issues will be dealt with entirely in confidence unless there is an immediate threat or danger to any person – until members of staff are ready to give permission for the behaviour to be raised with the perpetrator.

If staff think they need help to address their own bullying behaviour and want support to stop bullying, they should speak to their line manager, Union rep or to Sue Foreman.

## Next steps

The HSE provides a format to support us to plan actions to address the issues raised by the survey.

Staff were invited to have an input in the development of the action plan by either:

- Attending a meeting on Monday 23<sup>rd</sup> March in the Sunshine room. The purpose of the meeting is to work alongside any staff who are interested in developing the action plan.
- Emailing their contributions if they were unable to attend or preferred to contribute in this way. Staff were told that all ideas are welcome and contributions or suggestions could remain anonymous.
- Speaking to Sue Foreman in school on a Monday, Tuesday or Wednesday.

It was explained that when the action plan has been drafted, it will be circulated for comment and there will be further opportunities to meet to discuss the plan. It was stated that thoughts and suggestions on any changes that can be made would be welcomed; and that any aspect of this could be discussed with Sue Foreman.

**Action plan meeting 1: Monday 23<sup>rd</sup> March, Sunshine Room, 3.30pm**

Apologies were received from [REDACTED] and [REDACTED].

**Present:** [REDACTED], [REDACTED], [REDACTED]

1. It was agreed that the priorities should be to move red items to amber and amber items to blue. It was noted that we didn't want to be complacent about items rated blue or green, but they were not an immediate priority.
2. It was noted that NUT reps [REDACTED] and [REDACTED] had met with NUT members to discuss the outcomes of the survey.
3. It was agreed that the section on control is largely not applicable to a school context. It was however, felt that improvements across the other indicators would lead to improvement in this area.
4. There was discussion about each of the items rated red or amber and Sue agreed to write up the action plans based on the discussions.
5. The process was agreed as: Sue to draft action plan; action plan to be circulated to all staff for consideration and comment; all staff to be invited to a meeting to feedback on and finalise action plan; subsequent meetings will be held each half term, open to all staff to review progress on the action plan.

6. In addition, general issues were raised as follows:

- a. Change management needs to be a planned process not a sudden, unexpected and speedy decree
- b. There needs to be more joining up between phases - this is seen as the responsibility of managers
- c. Staff want to feel valued and trusted. Some do already for some of the time.
- d. Staff should be respectful of one another - afford colleagues the same courtesies you would afford to children or parents.
- e. Some staff may be reluctant to raise issues with line managers amid concerns that confidentiality may be breached and the Head will be told.
- f. Staff felt that closer attention should be paid to identification of training needs - for example: assertiveness training for staff; change management training for SMT members
- g. It was suggested the Trade Union reps could also provide a first port of call for staff who feel they are feeling bullied
- h. It is important that staff can feel that there is a fair process to be followed if there are complaints of bullying - not just a question of listening to whoever shouts the loudest

**SMT: Monday 25<sup>th</sup> March & Monday 13<sup>th</sup> April, year 6 classroom, 3.45pm**

**Present:** [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED]

The outcomes of the survey and implementation of the action plan were discussed.

**Staff meeting: Wednesday 27<sup>th</sup> March, year 6 classroom, 3.30pm**

**Present:** Various teaching and support staff

The action plan was presented and discussed with all staff.

**Governors' executive meeting: Wednesday 15<sup>th</sup> April, Sunshine Room, 8.00am**

**Present:** [REDACTED], [REDACTED], [REDACTED], [REDACTED], [REDACTED] (in attendance)

1. Governors welcomed the survey and noted that the results have improved from last year. However, they shared concerns on areas identified in the paper.
2. Governors supported the process outlined for the development and ongoing monitoring of the action plan.
3. Governors suggested that exit surveys be completed with all staff leaving Granby.

**TA's meeting, Friday 17<sup>th</sup> April, Camelot Room, 9.00am**

**Present:** [REDACTED]  
[REDACTED]  
[REDACTED]

TA's made the following points / raised the following issues:

- They sometimes feel caught between the instructions they receive from the classroom teacher and the instructions they receive from managers - so they can't please all of the people all of the time.
- They are happy to be responsive and flexible when the need arises. They would like prior notice of changing arrangements whenever it is possible.
- They often feel out of the loop in whole school communication and sometimes bypassed at both strategic level (eg new national curriculum) and day-to-day level.
- They would like an opportunity to meet as a group more frequently - perhaps monthly. They recognised the difficulties of this, given so many different working patterns. Options might be TA meetings by phases; or by type, e.g. TAs delivering one-to-one support; lunchtime supervisors; out of school club staff; classroom based assistants; etc
- One solution might be asking teaching staff to cover for lunchtime supervisors once a month to enable TAs to meet at lunchtimes

- They recognise that funding limits what is possible and that we have to be realistic about what is affordable. They also understand that future funding levels are unclear as we head into the general election.
- They keenly feel the lack of time to communicate and plan within their teaching groups. They would value a half-termly or monthly meeting with the other teachers and TAs - either in their phase, year group or class. (Or all three).
- They like the use of the day's notes on the staff room board. They suggested that the board could cover two days at a time to help them to think ahead.
- They access their emails at home during their own time because there is no time at school to check email.
- They use the forthcoming week and appreciated hard copies being available, although this doesn't seem to happen any longer.
- They welcome the recent initiatives aimed at celebrating the contributions made by individuals to the life of the school.

This feedback will now be incorporated into the well being report and some possible actions will be identified and included in the action plan. The action plan will then be sent to everyone (teaching staff, support staff, governors) for further comment before being finally agreed. The action plan will include a timetable for implementation and half termly opportunities will be available to monitor the implementation of the action plan and review how successful it is being.

TAs have agreed to discuss amongst themselves the issues raised and pass on any ideas or potential solutions; as well as any further issues. TAs were invited to keep lines of communication open, discussing the issues amongst themselves and with wider staff, including managers.

#### **Action plan meeting 2: Tuesday 28<sup>th</sup> April, Sunshine Room, 3.45pm**

Apologies were received from [REDACTED].

**Present:** [REDACTED], [REDACTED], [REDACTED], [REDACTED]

The staff present reviewed the action plan which they felt was positive. The following issues were raised:

- Can the teacher training days be more dynamically timetabled? There was a feeling that the days could be more effectively used if timetabling was more carefully considered.
- There were requests for the teacher day to have a slot for teaching staff and TA staff to meet in phase teams. This would support planning and working together in the coming term.

- Staff asked whether the Child Protection element of the teacher training days could be delivered differently. The importance of this, and the necessity to be updated, was absolutely recognised; but staff asked for consideration about whether there were more time-effective ways to deliver this?
- The importance of good induction for new staff was noted and it was agreed that there is work to be done in this respect. However, there was also discussion about the *intro-duction* of new and temporary staff (such as students, etc).

**Action plan meeting 3: Tuesday 23rd June 2015, Sunshine Room, 3.45pm**

Apologies were received from [REDACTED], [REDACTED] and [REDACTED]

Present: [REDACTED], [REDACTED], [REDACTED], [REDACTED]

The staff present reviewed progress against the action plan and there was a general feeling that staff morale and well being is improving. There is evidence of the practical solutions identified being put into practice, such as:

- There has been a systematic approach to the roll out of both CPOMS and Assertive Mentoring
- School IP comes online in September to provide a clearer system for identifying training needs, recording training and measuring impact
- Free tea, coffee and squash is being provided for all staff
- Half day heaven and the Wispa awards are taking place
- Two days a week are on the staff room white board
- Sources of support for staff experiencing bullying have been published
- There is some movement towards a more positive culture
- Survey monkey will be used to survey staff views on well being

There is still more to do, however. Examples were:

- Staff would like decaffeinated drinks, and mixed teas.
- Hard copies of the forthcoming week are yet to be provided regularly and reliably
- Staff bulletin has not yet been produced
- Process to investigate bullying has not been published
- There is more work to do to create a more positive culture
- The questions@granby email address is not being used by staff
- Any questions has not been systematically added to meetings
- Facilitating breaks for TAs and staff in FS
- Staff would like to know sooner what their role will be for next year - early June
- TAs should be asked to express an interest regarding where they want to work in the next academic year

**Governors' Pay and Personnel committee meeting: Monday 29th June 2015, 6.00pm Head's office**

1. Governors received a copy of the report and feedback on the roll out of the action plan.
2. Governors noted initiatives they have taken such as toffee twins, providing a basket of fruit and a card for staff at the end of term, etc



**TA's meeting, Friday 3rd July, Camelot Room, 9.00am**

**Present:** [REDACTED]  
[REDACTED]  
[REDACTED]

TA's made the following points / raised the following issues:

- TAs were pleased to have been asked to express an interest in roles and phases for next year
- Staff didn't feel that they had been officially informed of their roles for next year - putting a list on the noticeboard in the staff room was not considered good communication
- Some staff were either uninformed or uncertain of what their roles would be next year. Some staff did not understand fully the roles they have been assigned. Some staff would like training to support them in their new roles.
- Staff working one-to-one with specific children were unsure of their new responsibility towards the particular child. Some were concerned about children's growing dependence on the identified TA and possible separation anxiety arising from this.
- There did not seem to be an equal distribution of which staff can go on trips.
- TAs appreciated the opportunity to meet and would like to meet monthly if possible during 2015-2016

The action plans are below:

Standard	Desired state	Current state	Practical solutions	Person	Timescales	How will staff receive feedback?	Action completed?
<b>Demands 9</b>  I have to work very intensely	Amber (or better)	Red	More effective planning for new initiatives	SMT	Ongoing	<ul style="list-style-type: none"> <li>• staff meetings</li> <li>• staff bulletins</li> <li>• performance management systems</li> <li>• CPD systems</li> <li>• Well being notice board in staff room</li> <li>• Half day heaven</li> <li>• Staffroom white board</li> <li>• Hard copies of forthcoming week</li> </ul>	Ongoing
			Create a clearer system for identifying training needs, recording training and measuring impact	SF	Sept '15		July 2015
			Free tea, coffee and squash provided for all staff	SF	April '15		April 2015
			Half-day heaven	SF	April '15		April 15 to July 17
			Two days at a time on staffroom white board	PF	April '15		April 2015
			Hard copies of forthcoming week provided	ZB	April '15		Ongoing

<b>Demands 20</b>  I have to work very fast	Amber (or better)	Red	More effective planning for new initiatives	SMT	Ongoing	<ul style="list-style-type: none"> <li>• staff meetings</li> <li>• staff bulletins</li> <li>• performance management systems</li> <li>• Well being notice board in staff room</li> <li>• Half day heaven</li> <li>• Staffroom white board</li> <li>• Hard copies of forthcoming week</li> </ul>	Ongoing
			Free tea, coffee and squash provided for all staff	SF	April '15		April 2015
			Half-day heaven	SF	April '15		April 15 to July 17
			Two days at a time on staffroom white board	PF	April '15		April 2015
			Hard copies of forthcoming week provided	PF			Ongoing
<b>Relationships 21</b>  3 of the staff who responded report that they are always, often or sometimes bullied.	0 staff	3 staff	Information to staff on what to do if they feel bullied	SF	Half termly	<ul style="list-style-type: none"> <li>• email</li> <li>• staff bulletins</li> <li>• staff meetings</li> <li>• information sent out to all</li> <li>• Well being notice board in staff room</li> </ul>	Half termly
			Publish a clear and fair process for investigating bullying	SF	April '15		April 2015
			Encourage a climate which does not tolerate bullying	SMT & all	Ongoing		Ongoing
			Trade Union reps to be identified as a source of support for staff experiencing bullying	TU reps	Ongoing		Ongoing

<b>Managers support 35</b>  My line manager encourages me at work	Amber (or better)	Red	Establish a positive culture	SMT	Ongoing	<ul style="list-style-type: none"> <li>• Kindness Day UK / World Kindness Day – November 13<sup>th</sup></li> <li>• Wispas</li> <li>• Tea &amp; coffee</li> <li>• email</li> <li>• staff bulletins</li> <li>• staff meetings</li> <li>• information sent out to all</li> <li>• Half day heaven</li> </ul>	Ongoing
			Wonderful Wednesday Wispa Awards	SF	April '15		April 15 – July 17
			Random acts of kindness	All	Sept '15		Annually
			Free tea, coffee and squash provided for all staff	SF	April '15		Ongoing
			Half-day heaven	SF	April '15		April 15 to July 17
<b>Change 26</b>  I have sufficient opportunities to question managers about change at work	Blue (or better)	Amber	Add an 'Any Questions' item onto staff meetings, phase meetings and performance management	SMT	April '15	<ul style="list-style-type: none"> <li>• email</li> <li>• staff bulletins</li> <li>• staff and other meetings</li> <li>• information sent out to all</li> <li>• Survey monkeys</li> <li>• TA meetings</li> </ul>	Ongoing
			Periodic surveys about well being issues	SF	Termly		Termly
			Questions@granby email address	SF	April '15		Ongoing
			Regular opportunities for TAs to meet together	SF	April '15		Ongoing
<b>Other</b>			New induction procedure needed for permanent staff and for temp staff, students etc	SF	Sept '15	<ul style="list-style-type: none"> <li>• email</li> <li>• staff bulletins</li> <li>• staff and other meetings</li> <li>• information sent out to all</li> <li>• TA meetings</li> </ul>	Sept 2015
			Friendly ways of introducing new staff are also needed	SF	Sept '15		

