

ESTATES & FACILITIES

EMPLOYEE WELLBEING SURVEY FEEDBACK



SUMMER 2023

KEY FINDINGS FOR ESTATES & FACILITIES



Fatigue & Coping Levels

More staff reported they are coping 'OK' or 'Very Well' with work and less reported their working levels are unsustainable compared to the December 2022 survey



Discrimination

25% of colleagues in Estates & Facilities who completed the survey reported experiencing discrimination at work



Intention to Leave

The percentage of staff considering leaving their role is slightly higher in Estates & Facilities than in the rest of the organisation



Control, Value & Feeling Cared For

Staff in Estates & Facilities continue to experience a high sense of control over their work but report a lower sense of feeling valued and cared for

KEY ACTIONS: YOU SAID, WE LISTENED...

1

Improve fatigue & coping Levels

We have and continue to support...

- increased rota and shift flexibility
- more development opportunities to support clear career pathways and succession planning
- increased numbers of permanent staff
- the introduction and development of apprenticeship opportunities



2

Tackle discrimination

We have and continue to support...

- a zero tolerance approach to discrimination
- all staff so they know how to seek support and raise concerns
- the implementation of the NHS Wales 'Speaking up Safely' framework



3

Support a positive experience at work

We have and continue to support...

- showing appreciation to staff and will support the new organisational recognition programme
- clear progression routes and career pathways
- increasing access and contact with management
- gaining a better understanding of why staff leave their roles and what changes we can make



4

Ensure all staff feel valued and cared for

We have and continue to support...

- the introduction of Workforce Connectors
- the divisional Facebook group as a key communication channel
- productive PADR conversations between managers and staff

IMPROVE FATIGUE & COPING LEVELS

Compared to the December 2022 survey, there has been a small increase in staff reporting that they are coping 'OK' or 'very well' with their workload, and a small reduction in staff reporting their working levels are unsustainable. Lots of work has been undertaken to support staff with their workload and more will continue to be implemented to improve these figures further.



More flexibility for staff

We are supporting greater flexibility for staff to improve work-life balance. For example, work is ongoing to support the use of e-rostering which will improve shift coverage and make it easier for staff to book shifts through the ME App. Also, in HSDU breaks have been adjusted to better support shift patterns, improving the quality of rest for staff and increasing productivity.



Development opportunities & clear career pathways

We continue to support the opportunity for professional development where appropriate. Clear career pathways are now in place across the division to ensure we have efficient succession plans and coverage during absences. For example, Band 3 technicians have been introduced in HSDU and more Band 6s roles have been developed in both Facilities and Works & Estates.



Increase in permanent staff

Work is ongoing to provide agency workers the opportunity to gain permanent roles with the division. Around 75% of agency staff are currently in the recruitment process for permanent or bank positions. This will increase permanent staffing levels and our ability to spread out the workload. Our dedicated recruitment team works hard to advertise and fill all vacancies as quickly as possible.

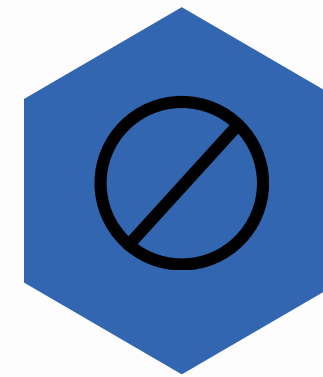


Apprenticeships

We have supported the ABUHB apprenticeship programme which gives us the opportunity to train promising individuals to work in the division, bringing in more workers and developing talent for the future. For example, two members of the Works & Estates team have recently completed their level 2 training and are now in permanent roles. Exploring additional opportunities for apprenticeships is a divisional priority.

Tackle Discrimination

25% of the staff who completed the survey reported experiencing discrimination at work. Estates & Facilities, like the rest of the Health Board, is committed to promoting equality, diversity and inclusion (EDI). Discrimination will not be tolerated.



The Estates & Facilities Senior Leadership Team have a zero tolerance approach to discrimination. Like the rest of the Health Board, we are committed to ensuring a working environment free from discrimination, harassment, bullying or abuse so all staff can enjoy the right to live, work and be respected for the contribution they make.



If you experience or witness discrimination at work, there are many areas where you can seek support:

- Speak to your Manager
- Contact the ABUHB concerns team on ABB.Raisingconcerns@wales.nhs.uk
- Contact the HR helpdesk on [01633 623920](tel:01633623920) or ABHB.HRhelpdesk@wales.nhs.uk
- Talk to your Trade Union representative



The health board has recently launched a programme of work to implement the All Wales 'Speaking up Safely' framework. This will help to ensure ABUHB has a culture where everyone feels safe to speak up, knows how to raise concerns, and feels supported when raising any concerns.

SUPPORT A POSITIVE EXPERIENCE AT WORK

31% of staff who completed the survey said they had considered leaving their role. This is slightly higher than the organisational average of 28%. The highest turnover for Estates & Facilities is from staff who have worked for the division for less than a year. We recognise that a certain level of turnover is positive and necessary for career development, but we want to ensure that everyone has a positive experience in the division.

Show appreciation of staff

Our division and staff are greatly valued and appreciated by the Health Board and public. To continue to raise awareness of all the hard work you do and show how much it's appreciated, we want to share more positive stories in our newsletters, on the intranet, and create more videos for social media. To do this we need stories! If you know any positive staff stories we can share or want to get involved, get in touch using one of the contact methods outlined in the last slide.

Understand why staff leave roles

We are currently engaging with Workforce and Organisational Development to improve discussions with staff when they are leaving their roles. Through improved discussions via exit interviews and informal conversations we hope to effectively capture why staff are leaving and how experiences at work can be made better.



To support the retention of staff, we are/will:

Increasing access to managers for support

To make sure everyone feels supported at work, all staff should be able to have contact with management no matter what shifts they work. For example, the new Facilities Management Structure means one Band 5 Assistant Operational Manager will be on duty every weekend and at least one Band 6/7 Operational Manager will work until 8pm during the week.

Progression & career pathways

New progression routes have been developed to ensure there are clear career pathways in all areas of the division; Works & Estates, Facilities and HSDU now have clear routes from a band 2 to senior management positions. Apprenticeship programmes are also being supported and developed to bring more workers into the division. We are also looking at ways we can develop staff to better support supervisors in their management duties.

ENSURE ALL STAFF FEEL VALUED & CARED FOR

Feedback from this survey shows that staff in Estates & Facilities experience a high sense of control over their work. However, they reported comparatively low levels of feeling valued and cared for. Every single member of our division is a valued member of the team. To help improve everyone's sense of value and being cared for, we aim to improve communication throughout the division.

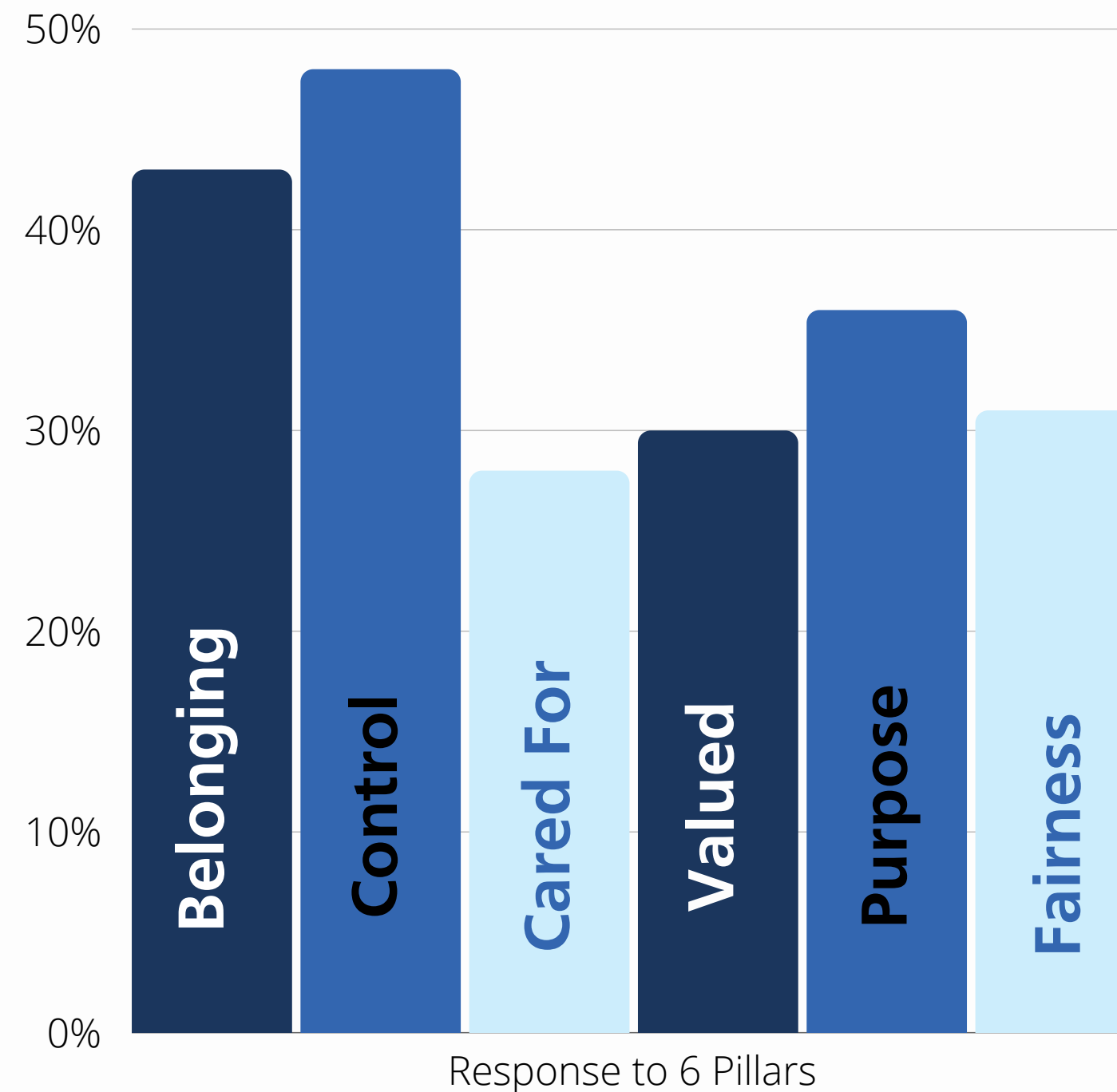
Workforce Connectors

We will be recruiting Workforce Connectors to act as communication champions for their site. These are existing members of staff who will help share important news with their teams and colleagues, and also help to find positive stories that celebrate and raise the profile of our staff within the Health Board.

Facebook Group

There is a private Estates & Facilities Facebook Group that all staff can join. Important news, staff messages and stories are shared here. It's a great way to stay up to date with everything that's going on. Click the link to join:

<https://www.facebook.com/groups/230268978272076>



High sense of control

It's really positive that 49% of staff who completed the survey felt they have a high sense of control over their work. Many of the actions already taken in the division - e.g. bringing in more workers, offering more flexibility around shifts and breaks, and introducing new roles with clearer career progression - will continue to support and increase the sense of control everyone has over their roles and future with the division.

Productive PADR's

PADR's offer the perfect opportunity to review experiences at work and discuss the 6 pillars of the ABUHB wellbeing framework with managers. Work is ongoing to increase PADR completion rates and ensure all staff get this valuable one-to-one time with their manager.

If you have any ideas or suggestions of what the division can do to continue to support staff wellbeing, we want to hear from you...

Share your thoughts with your manager, send a message to the divisional Facebook group, or chat to your Workforce Connector (when they're established). Most importantly, don't forget to take part in the next Employee Wellbeing Survey.

